

PROFESSIONAL SERVICES CONTRACT

Contract # EDS A27-26-012

This Contract ("Contract"), entered into by and between the **Indiana Secretary of State (the "State")** and **iLab LLC (the "Contractor")**, is executed pursuant to the terms and conditions set forth herein. In consideration of those mutual undertakings and covenants, the parties agree as follows:

1. Duties of Contractor. The Contractor shall provide the following services relative to this Contract as detailed in **Attachment A**, subject to performance terms and conditions detailed in **Attachment B**.

2. Consideration. The Contractor will be paid at time and material rates detailed in **Attachment A** for performing the duties set forth. Total remuneration under this Contract shall not exceed **Seven Hundred Seventy-Five Thousand Dollars (\$775,000.00)**.

3. Term. This Contract shall be effective for a period of **11 months**. It shall commence on **August 1, 2025** and shall remain in effect through **June 30, 2026**.

4. Access to Records. The Contractor and its subcontractors, if any, shall maintain all books, documents, papers, accounting records, and other evidence pertaining to all costs incurred under this Contract. They shall make such materials available at their respective offices at all reasonable times during this Contract, and for three (3) years from the date of final payment under this Contract, for inspection by the State or its authorized designees. Copies shall be furnished at no cost to the State if requested.

5. Assignment; Successors.

A. The Contractor binds its successors and assignees to all the terms and conditions of this Contract. The Contractor may assign its right to receive payments to such third parties as the Contractor may desire without the prior written consent of the State, provided that the Contractor gives written notice (including evidence of such assignment) to the State thirty (30) days in advance of any payment so assigned. The assignment shall cover all unpaid amounts under this Contract and shall not be made to more than one party.

B. The Contractor shall not assign or subcontract the whole or any part of this Contract without the State's prior written consent. Additionally, the Contractor shall provide prompt written notice to the State of any change in the Contractor's legal name or legal status so that the changes may be documented and payments to the successor entity may be made.

6. Assignment of Antitrust Claims. As part of the consideration for the award of this Contract, the Contractor assigns to the State all right, title and interest in and to any claims the Contractor now has, or may acquire, under state or federal antitrust laws relating to the products or services which are the subject of this Contract.

7. Audits. The Contractor acknowledges that it may be required to submit to an audit of funds paid through this Contract. Any such audit shall be conducted in accordance with IC § 5-11-1, *et seq.*, and audit guidelines specified by the State.

The State considers the Contractor to be a "Contractor" under 2 C.F.R. 200.331 for purposes of this Contract. However, if it is determined that the Contractor is a "subrecipient" and if required by applicable provisions of 2 C.F.R. 200 (Uniform Administrative Requirements, Cost Principles, and Audit

Requirements), Contractor shall arrange for a financial and compliance audit, which complies with 2 C.F.R. 200.500 *et seq.*

8. Authority to Bind Contractor. The signatory for the Contractor represents that he/she has been duly authorized to execute this Contract on behalf of the Contractor and has obtained all necessary or applicable approvals to make this Contract fully binding upon the Contractor when his/her signature is affixed, and accepted by the State.

9. Changes in Work. The Contractor shall not commence any additional work or change the scope of the work until authorized in writing by the State. The Contractor shall make no claim for additional compensation in the absence of a prior written approval and amendment executed by all signatories hereto. This Contract may only be amended, supplemented or modified by a written document executed in the same manner as this Contract.

10. Compliance with Laws.

A. The Contractor shall comply with all applicable federal, state, and local laws, rules, regulations, and ordinances, and all provisions required thereby to be included herein are hereby incorporated by reference. The enactment or modification of any applicable state or federal statute or the promulgation of rules or regulations thereunder after execution of this Contract shall be reviewed by the State and the Contractor to determine whether the provisions of this Contract require formal modification.

B. The Contractor and its agents shall abide by all ethical requirements that apply to persons who have a business relationship with the State as set forth in IC § 4-2-6, *et seq.*, IC § 4-2-7, *et seq.* and the regulations promulgated thereunder. **If the Contractor has knowledge, or would have acquired knowledge with reasonable inquiry, that a state officer, employee, or special state appointee, as those terms are defined in IC § 4-2-6-1, has a financial interest in the Contract, the Contractor shall ensure compliance with the disclosure requirements in IC § 4-2-6-10.5 prior to the execution of this Contract.** If the Contractor is not familiar with these ethical requirements, the Contractor should refer any questions to the Indiana State Ethics Commission or visit the Inspector General's website at <http://www.in.gov/ig/>. If the Contractor or its agents violate any applicable ethical standards, the State may, in its sole discretion, terminate this Contract immediately upon notice to the Contractor. In addition, the Contractor may be subject to penalties under IC §§ 4-2-6, 4-2-7, 35-44.1-1-4, and under any other applicable laws.

C. The Contractor certifies by entering into this Contract that neither it nor its principal(s) is presently in arrears in payment of taxes, permit fees or other statutory, regulatory or judicially required payments to the State of Indiana. The Contractor agrees that any payments currently due to the State of Indiana may be withheld from payments due to the Contractor. Additionally, further work or payments may be withheld, delayed, or denied and/or this Contract suspended until the Contractor is current in its payments and has submitted proof of such payment to the State.

D. The Contractor warrants that it has no current, pending or outstanding criminal, civil, or enforcement actions initiated by the State, and agrees that it will immediately notify the State of any such actions. During the term of such actions, the Contractor agrees that the State may delay, withhold, or deny work under any supplement, amendment, change order or other contractual device issued pursuant to this Contract.

E. If a valid dispute exists as to the Contractor's liability or guilt in any action initiated by the State or its agencies, and the State decides to delay, withhold, or deny work to the Contractor, the Contractor may request that it be allowed to continue, or receive work, without delay. The Contractor must submit, in writing, a request for review to the Indiana Department of Administration (IDOA) following the

procedures for disputes outlined herein. A determination by IDOA shall be binding on the parties. Any payments that the State may delay, withhold, deny, or apply under this section shall not be subject to penalty or interest, except as permitted by IC § 5-17-5.

F. The Contractor warrants that the Contractor and its subcontractors, if any, shall obtain and maintain all required permits, licenses, registrations, and approvals, and shall comply with all health, safety, and environmental statutes, rules, or regulations in the performance of work activities for the State. Failure to do so may be deemed a material breach of this Contract and grounds for immediate termination and denial of further work with the State.

G. The Contractor affirms that, if it is an entity described in IC Title 23, it is properly registered and owes no outstanding reports to the Indiana Secretary of State.

H. As required by IC § 5-22-3-7:

(1) The Contractor and any principals of the Contractor certify that:

(A) the Contractor, except for de minimis and nonsystematic violations, has not violated the terms of:

(i) IC §24-4.7 [Telephone Solicitation Of Consumers];

(ii) IC §24-5-12 [Telephone Solicitations]; or

(iii) IC §24-5-14 [Regulation of Automatic Dialing Machines];

in the previous three hundred sixty-five (365) days, even if IC § 24-4.7 is preempted by federal law; and

(B) the Contractor will not violate the terms of IC § 24-4.7 for the duration of the Contract, even if IC §24-4.7 is preempted by federal law.

(2) The Contractor and any principals of the Contractor certify that an affiliate or principal of the Contractor and any agent acting on behalf of the Contractor or on behalf of an affiliate or principal of the Contractor, except for de minimis and nonsystematic violations,

(A) has not violated the terms of IC § 24-4.7 in the previous three hundred sixty-five (365) days, even if IC §24-4.7 is preempted by federal law; and

(B) will not violate the terms of IC § 24-4.7 for the duration of the Contract, even if IC §24-4.7 is preempted by federal law.

11. Condition of Payment. All services provided by the Contractor under this Contract must be performed to the State's reasonable satisfaction, as determined at the discretion of the undersigned State representative and in accordance with all applicable federal, state, local laws, ordinances, rules and regulations. The State shall not be required to pay for work found to be unsatisfactory, inconsistent with this Contract or performed in violation of any federal, state or local statute, ordinance, rule or regulation.

12. Confidentiality of State Information. The Contractor understands and agrees that data, materials, and information disclosed to the Contractor may contain confidential and protected information. The Contractor covenants that data, material, and information gathered, based upon or disclosed to the Contractor for the purpose of this Contract will not be disclosed to or discussed with third parties without the prior written consent of the State.

The parties acknowledge that the services to be performed by Contractor for the State under this Contract may require or allow access to data, materials, and information containing Social Security numbers

maintained by the State in its computer system or other records. In addition to the covenant made above in this section and pursuant to 10 IAC 5-3-1(4), the Contractor and the State agree to comply with the provisions of IC § 4-1-10 and IC § 4-1-11. If any Social Security number(s) is/are disclosed by Contractor, Contractor agrees to pay the cost of the notice of disclosure of a breach of the security of the system in addition to any other claims and expenses for which it is liable under the terms of this contract.

13. Continuity of Services.

A. The Contractor recognizes that the service(s) to be performed under this Contract are vital to the State and must be continued without interruption and that, upon Contract expiration, a successor, either the State or another contractor, may continue them. The Contractor agrees to:

1. Furnish phase-in training; and
2. Exercise its best efforts and cooperation to effect an orderly and efficient transition to a successor.

B. The Contractor shall, upon the State's written notice:

1. Furnish phase-in, phase-out services for up to sixty (60) days after this Contract expires; and
2. Negotiate in good faith a plan with a successor to determine the nature and extent of phase-in, phase-out services required. The plan shall specify a training program and a date for transferring responsibilities for each division of work described in the plan, and shall be subject to the State's approval. The Contractor shall provide sufficient experienced personnel during the phase-in, phase-out period to ensure that the services called for by this Contract are maintained at the required level of proficiency.

C. The Contractor shall allow as many personnel as practicable to remain on the job to help the successor maintain the continuity and consistency of the services required by this Contract. The Contractor also shall disclose necessary personnel records and allow the successor to conduct on-site interviews with these employees. If selected employees are agreeable to the change, the Contractor shall release them at a mutually agreeable date and negotiate transfer of their earned fringe benefits to the successor.

D. The Contractor shall be reimbursed for all reasonable phase-in, phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations).

14. Debarment and Suspension.

A. The Contractor certifies by entering into this Contract that neither it nor its principals nor any of its subcontractors are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from entering into this Contract by any federal agency or by any department, agency or political subdivision of the State of Indiana. The term "principal" for purposes of this Contract means an officer, director, owner, partner, key employee or other person with primary management or supervisory responsibilities, or a person who has a critical influence on or substantive control over the operations of the Contractor.

B. The Contractor certifies that it has verified the state and federal suspension and debarment status for all subcontractors receiving funds under this Contract and shall be solely responsible for any recoupment, penalties or costs that might arise from use of a suspended or debarred subcontractor. The Contractor shall immediately notify the State if any subcontractor becomes debarred or suspended, and shall, at the State's request, take all steps required by the State to terminate its contractual relationship with the subcontractor for work to be performed under this Contract.

15. Default by State. If the State, sixty (60) days after receipt of written notice, fails to correct or cure any material breach of this Contract, the Contractor may cancel and terminate this Contract and institute measures to collect monies due up to and including the date of termination.

16. Disputes.

A. Should any disputes arise with respect to this Contract, the Contractor and the State agree to act immediately to resolve such disputes. Time is of the essence in the resolution of disputes.

B. The Contractor agrees that, the existence of a dispute notwithstanding, it will continue without delay to carry out all of its responsibilities under this Contract that are not affected by the dispute. Should the Contractor fail to continue to perform its responsibilities regarding all non-disputed work, without delay, any additional costs incurred by the State or the Contractor as a result of such failure to proceed shall be borne by the Contractor, and the Contractor shall make no claim against the State for such costs.

C. If the parties are unable to resolve a contract dispute between them after good faith attempts to do so, a dissatisfied party shall submit the dispute to the Commissioner of the Indiana Department of Administration for resolution. The dissatisfied party shall give written notice to the Commissioner and the other party. The notice shall include: (1) a description of the disputed issues, (2) the efforts made to resolve the dispute, and (3) a proposed resolution. The Commissioner shall promptly issue a Notice setting out documents and materials to be submitted to the Commissioner in order to resolve the dispute; the Notice may also afford the parties the opportunity to make presentations and enter into further negotiations. Within thirty (30) business days of the conclusion of the final presentations, the Commissioner shall issue a written decision and furnish it to both parties. The Commissioner's decision shall be the final and conclusive administrative decision unless either party serves on the Commissioner and the other party, within ten (10) business days after receipt of the Commissioner's decision, a written request for reconsideration and modification of the written decision. If the Commissioner does not modify the written decision within thirty (30) business days, either party may take such other action helpful to resolving the dispute, including submitting the dispute to an Indiana court of competent jurisdiction. If the parties accept the Commissioner's decision, it may be memorialized as a written Amendment to this Contract if appropriate.

D. The State may withhold payments on disputed items pending resolution of the dispute. The unintentional nonpayment by the State to the Contractor of one or more invoices not in dispute in accordance with the terms of this Contract will not be cause for the Contractor to terminate this Contract, and the Contractor may bring suit to collect these amounts without following the disputes procedure contained herein.

E. With the written approval of the Commissioner of the Indiana Department of Administration, the parties may agree to forego the process described in subdivision C. relating to submission of the dispute to the Commissioner.

F. This paragraph shall not be construed to abrogate provisions of IC § 4-6-2-11 in situations where dispute resolution efforts lead to a compromise of claims in favor of the State as described in that statute. In particular, releases or settlement agreements involving releases of legal claims or potential legal claims of the state should be processed consistent with IC § 4-6-2-11, which requires approval of the Governor and Attorney General.

17. Drug-Free Workplace Certification. As required by Executive Order No. 90-5 dated April 12, 1990, issued by the Governor of Indiana, the Contractor hereby covenants and agrees to make a good faith effort to provide and maintain a drug-free workplace. The Contractor will give written notice to the State within ten (10) days after receiving actual notice that the Contractor, or an employee of the

Contractor in the State of Indiana, has been convicted of a criminal drug violation occurring in the workplace. False certification or violation of this certification may result in sanctions including, but not limited to, suspension of contract payments, termination of this Contract and/or debarment of contracting opportunities with the State for up to three (3) years.

In addition to the provisions of the above paragraph, if the total amount set forth in this Contract is in excess of \$25,000.00, the Contractor certifies and agrees that it will provide a drug-free workplace by:

- A. Publishing and providing to all of its employees a statement notifying them that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Contractor's workplace, and specifying the actions that will be taken against employees for violations of such prohibition;
- B. Establishing a drug-free awareness program to inform its employees of: (1) the dangers of drug abuse in the workplace; (2) the Contractor's policy of maintaining a drug-free workplace; (3) any available drug counseling, rehabilitation and employee assistance programs; and (4) the penalties that may be imposed upon an employee for drug abuse violations occurring in the workplace;
- C. Notifying all employees in the statement required by subparagraph (A) above that as a condition of continued employment, the employee will: (1) abide by the terms of the statement; and (2) notify the Contractor of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction;
- D. Notifying the State in writing within ten (10) days after receiving notice from an employee under subdivision (C)(2) above, or otherwise receiving actual notice of such conviction;
- E. Within thirty (30) days after receiving notice under subdivision (C)(2) above of a conviction, imposing the following sanctions or remedial measures on any employee who is convicted of drug abuse violations occurring in the workplace: (1) taking appropriate personnel action against the employee, up to and including termination; or (2) requiring such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement, or other appropriate agency; and
- F. Making a good faith effort to maintain a drug-free workplace through the implementation of subparagraphs (A) through (E) above.

18. Employment Eligibility Verification. As required by IC § 22-5-1.7, the Contractor swears or affirms under the penalties of perjury that the Contractor does not knowingly employ an unauthorized alien. The Contractor further agrees that:

- A. The Contractor shall enroll in and verify the work eligibility status of all his/her/its newly hired employees through the E-Verify program as defined in IC § 22-5-1.7-3. The Contractor is not required to participate should the E-Verify program cease to exist. Additionally, the Contractor is not required to participate if the Contractor is self-employed and does not employ any employees.
- B. The Contractor shall not knowingly employ or contract with an unauthorized alien. The Contractor shall not retain an employee or contract with a person that the Contractor subsequently learns is an unauthorized alien.
- C. The Contractor shall require his/her/its subcontractors, who perform work under this Contract, to certify to the Contractor that the subcontractor does not knowingly employ or contract with an

unauthorized alien and that the subcontractor has enrolled and is participating in the E-Verify program. The Contractor agrees to maintain this certification throughout the duration of the term of a contract with a subcontractor.

The State may terminate for default if the Contractor fails to cure a breach of this provision no later than thirty (30) days after being notified by the State.

19. Employment Option. If the State determines that it would be in the State's best interest to hire an employee of the Contractor, the Contractor will release the selected employee from any non-competition agreements that may be in effect. This release will be at no cost to the State or the employee.

20. Force Majeure. In the event that either party is unable to perform any of its obligations under this Contract or to enjoy any of its benefits because of natural disaster or decrees of governmental bodies not the fault of the affected party (hereinafter referred to as a "Force Majeure Event"), the party who has been so affected shall immediately or as soon as is reasonably possible under the circumstances give notice to the other party and shall do everything possible to resume performance. Upon receipt of such notice, all obligations under this Contract shall be immediately suspended. If the period of nonperformance exceeds thirty (30) days from the receipt of notice of the Force Majeure Event, the party whose ability to perform has not been so affected may, by giving written notice, terminate this Contract.

21. Funding Cancellation. As required by Financial Management Circular 3.3 and IC § 5-22-17-5, when the Director of the State Budget Agency makes a written determination that funds are not appropriated or otherwise available to support continuation of performance of this Contract, this Contract shall be canceled. A determination by the Director of State Budget Agency that funds are not appropriated or otherwise available to support continuation of performance shall be final and conclusive.

22. Governing Law. This Contract shall be governed, construed, and enforced in accordance with the laws of the State of Indiana, without regard to its conflict of laws rules. Suit, if any, must be brought in the State of Indiana.

23. HIPAA Compliance. If this Contract involves services, activities or products subject to the Health Insurance Portability and Accountability Act of 1996 (HIPAA), the Contractor covenants that it will appropriately safeguard Protected Health Information (defined in 45 CFR 160.103), and agrees that it is subject to, and shall comply with, the provisions of 45 CFR 164 Subpart E regarding use and disclosure of Protected Health Information.

24. Indemnification. The Contractor agrees to indemnify, defend, and hold harmless the State, its agents, officials, and employees from all third party claims and suits including court costs, attorney's fees, and other expenses caused by any act or omission of the Contractor and/or its subcontractors, if any, in the performance of this Contract. The State will not provide indemnification to the Contractor.

25. Independent Contractor; Workers' Compensation Insurance. The Contractor is performing as an independent entity under this Contract. No part of this Contract shall be construed to represent the creation of an employment, agency, partnership or joint venture agreement between the parties. Neither party will assume liability for any injury (including death) to any persons, or damage to any property, arising out of the acts or omissions of the agents, employees or subcontractors of the other party. The Contractor shall provide all necessary unemployment and workers' compensation insurance for the Contractor's employees, and Contractor shall provide the State with a Certificate of Insurance evidencing such coverage prior to starting work under this Contract.

~~**26. Indiana Veteran-Owned Small Business Enterprise Compliance.** Award of this Contract was based, in part, on the Indiana Veteran-Owned Small Business Enterprise (“IVOSB”) participation plan, as detailed in the IVOSB Subcontractor Commitment Form, commonly referred to as “Attachment A-1” in the procurement documentation and incorporated by reference herein. Therefore, any changes to this information during the Contract term must be approved by IDOA’s Division of Supplier Diversity and may require an amendment. It is the State’s expectation that the Contractor will meet the subcontractor commitments during the Contract term. The following certified IVOSB subcontractor(s) will be participating in this Contract. [Add additional IVOSBs using the same format.]~~

~~IVOSB _____ COMPANY NAME _____ PHONE _____ EMAIL OF CONTACT PERSON _____ PERCENT _____~~

~~Briefly describe the IVOSB service(s)/product(s) to be provided under this Contract and include the estimated date(s) for utilization during the Contract term:~~

~~A copy of each subcontractor agreement must be submitted to the Division of Supplier Diversity within thirty (30) days of the effective date of this Contract. The subcontractor agreements may be uploaded into Pay Audit (Indiana’s subcontractor payment auditing system), emailed to IndianaVeteransPreference@idea.IN.gov, or mailed to IDOA, 402 W. Washington Street, Room W-462, Indianapolis, IN 46204. Failure to provide a copy of any subcontractor agreement may be deemed a violation of the rules governing IVOSB procurement and may result in sanctions allowable under 25 IAC 9-5-2. Requests for changes must be submitted to IndianaVeteransPreference@idea.IN.gov for review and approval before changing the participation plan submitted in connection with this Contract.~~

~~The Contractor shall report payments made to certified IVOSB subcontractors under this Contract on a monthly basis using Pay Audit. The Contractor shall notify subcontractors that they must confirm payments received from the Contractor in Pay Audit. The Pay Audit system can be accessed on the IDOA webpage at: www.in.gov/idea/mwbc/payaudit.htm. The Contractor may also be required to report IVOSB-certified subcontractor payments directly to the Division of Supplier Diversity, as reasonably requested and in the format required by the Division of Supplier Diversity.~~

~~The Contractor’s failure to comply with the provisions in this clause may be considered a material breach of the Contract.~~

27. Information Technology Enterprise Architecture Requirements. If this Contract involves information technology-related products or services, the Contractor agrees that all such products or services are compatible with any of the technology standards found at <https://www.in.gov/iot/2394.htm> that are applicable, including the assistive technology standard. The State may terminate this Contract for default if the terms of this paragraph are breached.

28. Insurance.

A. The Contractor and its subcontractors (if any) shall secure and keep in force during the term of this Contract the following insurance coverages (if applicable) covering the Contractor for any and all claims of any nature which may in any manner arise out of or result from Contractor’s performance under this Contract:

1. Commercial general liability, including contractual coverage, and products or completed

operations coverage (if applicable), with minimum liability limits not less than \$700,000 per person and \$5,000,000 per occurrence unless additional coverage is required by the State. The State is to be named as an additional insured on a primary, non-contributory basis for any liability arising directly or indirectly under or in connection with this Contract.

2. Automobile liability for owned, non-owned and hired autos with minimum liability limits not less than \$700,000 per person and \$5,000,000 per occurrence. The State is to be named as an additional insured on a primary, non-contributory basis.

3. Errors and Omissions liability with minimum liability limits of \$1,000,000 per claim and in the aggregate. Coverage for the benefit of the State shall continue for a period of two (2) years after the date of service provided under this Contract.

4. Fiduciary liability if the Contractor is responsible for the management and oversight of various employee benefit plans and programs such as pensions, profit-sharing and savings, among others with limits no less than \$700,000 per cause of action and \$5,000,000 in the aggregate.

5. Valuable Papers coverage, if applicable, with an Inland Marine Policy Insurance with limits sufficient to pay for the re-creation and reconstruction of such records.

6. Surety or Fidelity Bond(s) if required by statute or by the agency.

7. Cyber Liability addressing risks associated with electronic transmissions, the internet, networks and informational assets, and having limits of no less than \$700,000 per occurrence and \$5,000,000 in the aggregate.

The Contractor shall provide proof of such insurance coverage by tendering to the undersigned State representative a certificate of insurance ~~prior to the commencement of this Contract~~ on request, and proof of workers' compensation coverage meeting all statutory requirements of IC § 22-3-2. In addition, proof of an "all states endorsement" covering claims occurring outside the State is required if any of the services provided under this Contract involve work outside of Indiana.

B. The Contractor's insurance coverage must meet the following additional requirements:

1. The insurer must have a certificate of authority or other appropriate authorization to operate in the state in which the policy was issued.
2. Any deductible or self-insured retention amount or other similar obligation under the insurance policies shall be the sole obligation of the Contractor.
3. The State will be defended, indemnified and held harmless to the full extent of any coverage actually secured by the Contractor in excess of the minimum requirements set forth above. The duty to indemnify the State under this Contract shall not be limited by the insurance required in this Contract.
4. The insurance required in this Contract, through a policy or endorsement(s), shall include a provision that the policy and endorsements may not be canceled or modified without thirty (30) days' prior written notice to the undersigned State agency.
5. The Contractor waives and agrees to require their insurer to waive their rights of subrogation against the State of Indiana.

- C. Failure to provide insurance as required in this Contract may be deemed a material breach of contract entitling the State to immediately terminate this Contract. The Contractor shall furnish a certificate of insurance and all endorsements to the State ~~before the commencement of this Contract~~ on request.

29. Key Person(s).

A. If both parties have designated that certain individual(s) are essential to the services offered, the parties agree that should such individual(s) leave their employment during the term of this Contract for whatever reason, the State shall have the right to terminate this Contract upon thirty (30) days' prior written notice.

B. In the event that the Contractor is an individual, that individual shall be considered a key person and, as such, essential to this Contract. Substitution of another for the Contractor shall not be permitted without express written consent of the State.

Nothing in sections A and B, above shall be construed to prevent the Contractor from using the services of others to perform tasks ancillary to those tasks which directly require the expertise of the key person. Examples of such ancillary tasks include secretarial, clerical, and common labor duties. The Contractor shall, at all times, remain responsible for the performance of all necessary tasks, whether performed by a key person or others.

Key person(s) to this Contract is/are: *No Key Persons*

30. Licensing Standards. The Contractor, its employees and subcontractors shall comply with all applicable licensing standards, certification standards, accrediting standards and any other laws, rules, or regulations governing services to be provided by the Contractor pursuant to this Contract. The State will not pay the Contractor for any services performed when the Contractor, its employees or subcontractors are not in compliance with such applicable standards, laws, rules, or regulations. If any license, certification or accreditation expires or is revoked, or any disciplinary action is taken against an applicable license, certification, or accreditation, the Contractor shall notify the State immediately and the State, at its option, may immediately terminate this Contract.

31. Merger & Modification. This Contract constitutes the entire agreement between the parties. No understandings, agreements, or representations, oral or written, not specified within this Contract will be valid provisions of this Contract. This Contract may not be modified, supplemented, or amended, except by written agreement signed by all necessary parties.

~~32. Minority and Women's Business Enterprises Compliance.~~

~~Award of this Contract was based, in part, on the Minority and/or Women's Business Enterprise ("MBE" and/or "WBE") participation plan as detailed in the Minority and Women's Business Enterprises Subcontractor Commitment Form, commonly referred to as "Attachment A" in the procurement documentation and incorporated by reference herein. Therefore, any changes to this information during the Contract term must be approved by Division of Supplier Diversity and may require an amendment. It is the State's expectation that the Contractor will meet the subcontractor commitments during the Contract term.~~

~~The following Division of Supplier Diversity certified MBE and/or WBE subcontractors will be participating in this Contract. [Add additional MBEs and WBEs using the same format.]~~

MBE or WBE _____ COMPANY NAME _____ PHONE _____ EMAIL OF CONTACT PERSON _____ PERCENT _____

~~Briefly describe the MBE and/or WBE service(s)/product(s) to be provided under this Contract and include the estimated date(s) for utilization during the Contract term.~~

~~A copy of each subcontractor agreement must be submitted to the Division of Supplier Diversity within thirty (30) days of the effective date of this Contract. The subcontractor agreements may be uploaded into Pay Audit (Indiana's subcontractor payment auditing system), emailed to MWBECompliance@idea.IN.gov, or mailed to Division of Supplier Diversity, 402 W. Washington Street, Room W 462, Indianapolis IN 46204. Failure to provide a copy of any subcontractor agreement may be deemed a violation of the rules governing MBE/WBE procurement and may result in sanctions allowable under 25 IAC 5-7-8. Requests for changes must be submitted to MWBECompliance@idea.IN.gov for review and approval before changing the participation plan submitted in connection with this Contract.~~

~~The Contractor shall report payments made to Division of Supplier Diversity certified subcontractors under this Contract on a monthly basis using Pay Audit. The Contractor shall notify subcontractors that they must confirm payments received from the Contractor in Pay Audit. The Pay Audit system can be accessed on the IDOA webpage at: www.in.gov/idea/mwbe/payaudit.htm. The Contractor may also be required to report Division of Supplier Diversity certified subcontractor payments directly to the Division, as reasonably requested and in the format required by the Division of Supplier Diversity.~~

~~The Contractor's failure to comply with the provisions in this clause may be considered a material breach of the Contract.~~

33. Nondiscrimination. Pursuant to the Indiana Civil Rights Law, specifically IC § 22-9-1-10, and in keeping with the purposes of the federal Civil Rights Act of 1964, the Age Discrimination in Employment Act, and the Americans with Disabilities Act, the Contractor covenants that it shall not discriminate against any employee or applicant for employment relating to this Contract with respect to the hire, tenure, terms, conditions or privileges of employment or any matter directly or indirectly related to employment, because of the employee's or applicant's race, color, national origin, religion, sex, age, disability, ancestry, status as a veteran, or any other characteristic protected by federal, state, or local law ("Protected Characteristics"). The Contractor certifies compliance with applicable federal laws, regulations, and executive orders prohibiting discrimination based on the Protected Characteristics in the provision of services. Breach of this paragraph may be regarded as a material breach of this Contract, but nothing in this paragraph shall be construed to imply or establish an employment relationship between the State and any applicant or employee of the Contractor or any subcontractor.

The State is a recipient of federal funds, and therefore, where applicable, the Contractor and any subcontractors shall comply with requisite affirmative action requirements, including reporting, pursuant to 41 CFR Chapter 60, as amended, and Section 202 of Executive Order 11246 as amended by Executive Order 13672.

34. Notice to Parties. Whenever any notice, statement or other communication is required under this Contract, it will be sent by first-class U.S. mail service or commercial courier service to the following addresses, unless otherwise specifically advised.

A. Notices to the State shall be sent to:

**Jerold A. Bonnet, Deputy Secretary of State
Office of the Indiana Secretary of State
200 W. Washington St. Room 201
Indianapolis, IN 46204**

B. Notices to the Contractor shall be sent to:

**Jethro Lloyd, Chief Executive Officer
iLab LLC
8888 Keystone Crossing, Suite 675
Indianapolis, IN 46240**

As required by IC § 4-13-2-14.8, payments to the Contractor shall be made via electronic funds transfer in accordance with instructions filed by the Contractor with the Indiana Auditor of State.

35. Order of Precedence; Incorporation by Reference. Any inconsistency or ambiguity in this Contract shall be resolved by giving precedence in the following order: (1) this Contract, (2) attachments prepared by the State, (3) State's RFQ or RFP if any, (4) Contractor's response to State's RFQ or RFP if any, and (5) attachments prepared by the Contractor. All attachments, and all documents referred to in this paragraph, are hereby incorporated fully by reference.

36. Ownership of Documents and Materials.

A. All documents, records, programs, applications, data, algorithms, film, tape, articles, memoranda, and other materials (the "Materials") not developed or licensed by the Contractor prior to execution of this Contract, but specifically developed under this Contract shall be considered "work for hire" and the Contractor hereby transfers and assigns any ownership claims to the State so that all Materials will be the property of the State. If ownership interest in the Materials cannot be assigned to the State, the Contractor grants the State a non-exclusive, non-cancelable, perpetual, worldwide royalty-free license to use the Materials and to use, modify, copy and create derivative works of the Materials.

B. Use of the Materials, other than related to contract performance by the Contractor, without the prior written consent of the State, is prohibited. During the performance of this Contract, the Contractor shall be responsible for any loss of or damage to the Materials developed for or supplied by the State and used to develop or assist in the services provided while the Materials are in the possession of the Contractor. Any loss or damage thereto shall be restored at the Contractor's expense. The Contractor shall provide the State full, immediate, and unrestricted access to the Materials and to Contractor's work product during the term of this Contract.

37. Payments.

A. All payments shall be made thirty-five (35) days in arrears in conformance with State fiscal policies and procedures and, as required by IC § 4-13-2-14.8, the direct deposit by electronic funds transfer to the financial institution designated by the Contractor in writing unless a specific waiver has been obtained from the Indiana Auditor of State. No payments will be made in advance of receipt of the goods or services that are the subject of this Contract except as permitted by IC § 4-13-2-20.

B. If the Contractor is being paid in advance for the maintenance of equipment, software or a service as a subscription, then pursuant to IC § 4-13-2-20(b)(14), the Contractor agrees that if it fails to fully provide or perform under this Contract, upon receipt of written notice from the State, it shall promptly refund the consideration paid, pro-rated through the date of non-performance.

38. Penalties/Interest/Attorney's Fees. The State will in good faith perform its required obligations hereunder and does not agree to pay any penalties, liquidated damages, interest or attorney's fees, except as permitted by Indiana law, in part, IC § 5-17-5, IC § 34-54-8, IC § 34-13-1 and IC § 34-52-2.

Notwithstanding the provisions contained in IC § 5-17-5, any liability resulting from the State's failure to make prompt payment shall be based solely on the amount of funding originating from the State and shall not be based on funding from federal or other sources.

39. Progress Reports. The Contractor shall submit progress reports to the State upon request. The report shall be oral, unless the State, upon receipt of the oral report, should deem it necessary to have it in written form. The progress reports shall serve the purpose of assuring the State that work is progressing in line with the schedule, and that completion can be reasonably assured on the scheduled date.

40. Public Record. The Contractor acknowledges that the State will not treat this Contract as containing confidential information and the State will post this Contract on the transparency portal as required by Executive Order 05-07 and IC § 5-14-3.5-2. Use by the public of the information contained in this Contract shall not be considered an act of the State.

41. Renewal Option. This Contract may be renewed under the same terms and conditions, subject to the approval of the Commissioner of the Department of Administration and the State Budget Director in compliance with IC § 5-22-17-4. The term of the renewed contract may not be longer than the term of the original Contract.

42. Severability. The invalidity of any section, subsection, clause or provision of this Contract shall not affect the validity of the remaining sections, subsections, clauses or provisions of this Contract.

43. Substantial Performance. This Contract shall be deemed to be substantially performed only when fully performed according to its terms and conditions and any written amendments or supplements.

44. Taxes. The State is exempt from most state and local taxes and many federal taxes. The State will not be responsible for any taxes levied on the Contractor as a result of this Contract.

45. Termination for Convenience. This Contract may be terminated, in whole or in part, by the State, which shall include and is not limited to IDOA and the State Budget Agency whenever, for any reason, the State determines that such termination is in its best interest. Termination of services shall be effected by delivery to the Contractor of a Termination Notice at least thirty (30) days prior to the termination effective date, specifying the extent to which performance of services under such termination becomes effective. The Contractor shall be compensated for services properly rendered prior to the effective date of termination. The State will not be liable for services performed after the effective date of termination. The Contractor shall be compensated for services herein provided but in no case shall total payment made to the Contractor exceed the original contract price or shall any price increase be allowed on individual line items if canceled only in part prior to the original termination date. For the purposes of this paragraph, the parties stipulate and agree that IDOA shall be deemed to be a party to this Contract with authority to terminate the same for convenience when such termination is determined by the Commissioner of IDOA to be in the best interests of the State.

46. Termination for Default.

A. With the provision of thirty (30) days' notice to the Contractor, the State may terminate this Contract in whole or in part if the Contractor fails to:

1. Correct or cure any breach of this Contract; the time to correct or cure the breach may be extended beyond thirty (30) days if the State determines progress is being made and the extension is agreed to by the parties;
2. Deliver the supplies or perform the services within the time specified in this Contract or any extension;
3. Make progress so as to endanger performance of this Contract; or
4. Perform any of the other provisions of this Contract.

B. If the State terminates this Contract in whole or in part, it may acquire, under the terms and in the manner the State considers appropriate, supplies or services similar to those terminated, and the Contractor will be liable to the State for any excess costs for those supplies or services. However, the Contractor shall continue the work not terminated.

C. The State shall pay the contract price for completed supplies delivered and services accepted. The Contractor and the State shall agree on the amount of payment for manufacturing materials delivered and accepted and for the protection and preservation of the property. Failure to agree will be a dispute under the Disputes clause. The State may withhold from these amounts any sum the State determines to be necessary to protect the State against loss because of outstanding liens or claims of former lien holders.

D. The rights and remedies of the State in this clause are in addition to any other rights and remedies provided by law or equity or under this Contract.

47. Travel. No expenses for travel will be reimbursed unless specifically authorized by this Contract. Permitted expenses will be reimbursed at the rate paid by the State and in accordance with the *Indiana Department of Administration Travel Policy and Procedures* in effect at the time the expenditure is made. Out-of-state travel requests must be reviewed by the State for availability of funds and for conformance with *Travel Policy* guidelines.

48. Waiver of Rights. No right conferred on either party under this Contract shall be deemed waived, and no breach of this Contract excused, unless such waiver is in writing and signed by the party claimed to have waived such right. Neither the State's review, approval or acceptance of, nor payment for, the services required under this Contract shall be construed to operate as a waiver of any rights under this Contract or of any cause of action arising out of the performance of this Contract, and the Contractor shall be and remain liable to the State in accordance with applicable law for all damages to the State caused by the Contractor's negligent performance of any of the services furnished under this Contract.

49. Work Standards. The Contractor shall execute its responsibilities by following and applying at all times the highest professional and technical guidelines and standards. If the State becomes dissatisfied with the work product of or the working relationship with those individuals assigned to work on this Contract, the State may request in writing the replacement of any or all such individuals, and the Contractor shall grant such request.

50. State Boilerplate Affirmation Clause. I swear or affirm under the penalties of perjury that I have not altered, modified, changed or deleted the State's standard contract clauses (as contained in *2022 SCM Template*) in any way except as follows: ***Paragraphs 26, 28, 29 and 32 as indicated.***

EDS A27-26-012

iLab ADSD/BSD/Securities QA Services

Non-Collusion and Acceptance

The undersigned attests, subject to the penalties for perjury, that the undersigned is the Contractor, or that the undersigned is the properly authorized representative, agent, member or officer of the Contractor. Further, to the undersigned's knowledge, neither the undersigned nor any other member, employee, representative, agent or officer of the Contractor, directly or indirectly, has entered into or been offered any sum of money or other consideration for the execution of this Contract other than that which appears upon the face hereof. Furthermore, if the undersigned has knowledge that a state officer, employee, or special state appointee, as those terms are defined in IC § 4-2-6-1, has a financial interest in the Contract, the Contractor attests to compliance with the disclosure requirements in IC § 4-2-6-10.5.

In Witness Whereof, the Contractor and the State have, through their duly authorized representatives, entered into this Contract. The parties, having read and understood the foregoing terms of this Contract, do by their respective signatures dated below agree to the terms thereof.

iLab LLC [Contractor]

By: Jethro Lloyd
519E82810E544C9...
Jethro Lloyd CEO

Name and Title, Printed

Date: 8-13-25**Indiana Secretary of State [Indiana Agency]**

By: Jerold A. Bonnet
Jerold A. Bonnet, Deputy Secretary of State

Date: 8-13-25

Attachment B

Performance Terms and Conditions

Pursuant to Indiana Code 5-37.5 "Fiscal Integrity and Contract Accountability" Vendor agrees to the following:

1. **Independent Assessment.** At the discretion of the State, Contractor's complete and timely delivery of goods and services will be subject to assessment of deficiency pursuant to requirements in Attachment A, including time of delivery, completeness, and functionality, by RSM US LLP, the State's independent contract review contractor.
2. **Assessment Deficiencies.** Notice of deficiencies in complete and timely delivery of goods and services will be communicated to Contractor in writing by the State within 5 business days of receipt by the State.
3. **Response, resolution or correction.** Upon receipt of notice of deficiency in timely, complete, and functional delivery of goods and services, Contractor will have 5 business days to provide a satisfactory response to the assessment of deficiencies, and a plan of resolution if applicable. Contractor will have 30 days from the date of notice of a deficiency to correct or otherwise resolve the deficiency to the satisfaction of the State.
4. **Assessment of Liquidated Damages.** Any deficiency not resolved to the satisfaction of the State within 30 days of notice may be subject to full or partial suspension of payment and assessment of Liquidated Damages in addition to any remedies under the Contract. The State may suspend payment for any goods or services under this contract assessed as being deficient for a period not to exceed 120 days. The State may assess and deduct as liquidated damages an amount equal to 5% per month of invoiced amounts for goods or services assessed as being deficient, which remain unresolved after 30 days notice, up to a total maximum of 15%. Payment for all or part of an invoice for which payment has been suspended due to assessment of deficiency will be made promptly upon resolution of the deficiency.



ATTACHMENT A

+1 (317) 218 - 3258
www.ilabquality.com
8888 Keystone Crossing, Suite 825
Indianapolis, IN 46240

July 28, 2025

Office of the Indiana Secretary of State
200 W. Washington St., Room 201
Indianapolis, IN 46204

RE: Proposal Submission for QA Services – INBiz, ADSD, and Securities Division

Dear Procurement Team,

We appreciate the opportunity to respond to your Request for Proposal "Proposal ID: SOS-26-010: Quality Assurance Services for INBiz, ADSD, and Related Systems".

In support of your budget objectives and long-term partnership goals, we are pleased to offer a **\$80,000 discount** on our standard pricing as outlined in our proposal submission. This reflects our commitment to delivering value and building a strong working relationship with your organization.

We trust this will support your evaluation process, and we remain available to clarify any aspect of the proposal or pricing structure.

Thank you again for considering our submission. We look forward to the opportunity to partner with you.

Detailed Pricing structure and payment milestones is reflected on the next page.

Sincerely,

DocuSigned by:

Jethro Lloyd

519E82810E544C9...

Jethro Lloyd
CEO

South Africa

United States

Australia

United Kingdom

Brazil



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www.ilabquality.com

8888 Keystone Crossing, Suite 825
Indianapolis, IN 46240

Milestone	Deliverable	Tasks	Deliverable Payment Amount	Deliverable Payment Amount(Discounted)	Frequency	Total Payment Amount	Total Payment Amount (Discounted)
M1	Project Kick off	1. Project Kickoff meeting with the SOS stakeholders 2. Distribution Communication Plan	\$42,737.76	\$38,737.32	1	\$42,737.76	\$38,737.32
M2	INBiz Release Testing -Initial Instance	1. Analysis of changes in the release 2. Smoke testing in QA environment 3. Create re-usable test cases and execute test cases in ADO 4. Defect triage and reporting in ADO 5. Release Deployment validation in Production	\$128,213.28	\$116,211.96	1	\$128,213.28	\$116,211.96
M3	ADSD Release Testing -First Instance	1. Analysis of changes in the release 2. Smoke testing in QA environment 3. Create re-usable test cases and execute test cases in ADO 4. Defect triage and reporting in ADO 5. Release Deployment validation in Production	\$128,213.28	\$116,211.96	1	\$128,213.28	\$116,211.96
M4	Monthly QA Review Meetings (Every month; 6 times during contract)	1. Present QA status of all projects tested within the Performance Period 2. Share Software Quality Assurance Metrics	\$42,737.76	\$38,737.32	6	\$256,426.56	\$232,423.92
M5	Securities Division - Test Strategy	1. Requirement Analysis 2. Deliver QA Strategy	\$85,475.52	\$77,474.64	1	\$85,475.52	\$77,474.64
M6	Securities Division - On Going Test Support	1. Create test cases and execute test cases 2. Log Defects and re-test fixes 3. Create and Update Regression test Cases	\$128,213.28	\$116,211.96	1	\$128,213.28	\$116,211.96
M7	Process Improvement Recommendations	1. Conduct Lessons learnt session 2. Assessment and presentation of Process improvements 3. Recommended enhancements	\$85,475.52	\$77,474.64	1	\$85,475.52	\$77,474.64
Total Investment						\$854,755.20	\$774,746.40
Total Discount							\$80,008.80

South Africa

United States

Australia

United Kingdom

Brazil



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+1 (317) 218 - 3258
www.ilabquality.com
8888 Keystone Crossing, Suite 825
Indianapolis, IN 46240

July 16, 2025

Office of the Indiana Secretary of State
200 W. Washington St., Room 201
Indianapolis, IN 46204

RE: Proposal Submission for QA Services – INBiz, ADSD, and Securities Division

To Whom it May Concern,

On behalf of iLAB, we are pleased to submit our response to the Indiana Secretary of State's (SOS) Request for Proposal (RFP No. SOS-26-010) for ongoing Quality Assurance (QA) Services. As the State's current QA partner, iLAB is uniquely positioned to ensure continuity, minimize ramp-up time, and maintain the highest level of software quality oversight across the INBiz, Auto Dealers Services Division (ADSD), and Securities modernization initiatives.

Demonstrated Performance and Proven Partnership

iLAB has proudly served as the State's QA vendor throughout the modernization journey of these systems. Our embedded team has delivered timely, comprehensive testing coverage and risk-based QA oversight, using a hybrid Agile-Scrum model supported by Azure DevOps (ADO). Our familiarity with the State's toolsets, third-party vendors, data flows, and compliance requirements allows us to act as an immediate extension of your delivery team without disruption.

Meeting and Exceeding RFP Requirements

Our response is fully aligned with the scope of the conditions outlined in the RFP, including:

- A dedicated U.S.-based team with consistent onsite presence in Indianapolis at least one business day per week and as needed per project milestones or client request.
- QA support for monthly, bi-weekly, and emergency releases including regression, smoke, and functional testing.
- Full use of Azure DevOps (ADO) for test planning, execution, and defect tracking; collaboration through Microsoft TEAMS and SharePoint.
- Functional, regression, UAT, integration, and API testing tailored to SOS's evolving system landscape.
- Support for off-hours testing and validation for urgent production deployments.
- Active participation in Agile ceremonies, weekly status reporting, monthly QA reviews, and structured escalation protocols.
- A fully onboarded team already embedded within SOS's systems, stakeholders, and workflows.
- Optional Services— Provide a scalable automation strategy, recommend tools, and implement an initial set of automated regression tests to establish a foundation.

South Africa

United States

Australia

United Kingdom

Brazil



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Point of Contact

+1 (317) 218 - 3258
www.ilabquality.com
8888 Keystone Crossing, Suite 825
Indianapolis, IN 46240

For any questions, clarifications, or communications regarding this proposal, please contact the following iLAB representative:

Chetan Sharma, VP Operations
317-908-3353
Chetan.Sharma@ilabqa.com

Our Commitment

We remain committed to advancing the State's modernization goals with consistency, quality, and speed. The proposed team has been carefully structured to align with SOS's strategic priorities, while also introducing opportunities for continuous improvement and long-term quality transformation.

We appreciate the opportunity to continue this important work and look forward to the next phase of partnership.

iLAB acknowledges acceptance of all terms and conditions contained herein. The Cover Letter document is signed by an individual authorized to negotiate and agree to contractual terms on behalf of the Contractor and who is lawfully qualified to bind the Contractor to a formal contract document.

Sincerely,

DocuSigned by:

519E82810E544C9...

Jethro Lloyd
CEO

South Africa

United States

Australia

United Kingdom

Brazil



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**Request for Quality Assurance Services
for INBiz, ADSD, and Related Systems**

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1 EXECUTIVE SUMMARY

In response to the Indiana Secretary of State's (SOS) request for Quality Assurance (QA) Services, iLAB is pleased to propose a full-service QA and User Acceptance Testing (UAT) solution for SOS's mission-critical systems: INBiz, the Auto Dealers Services Division (ADSD), and the Securities Division Portal. With over 25 years of experience in public-sector QA, iLAB has supported complex, multi-stakeholder environments across Indiana, Florida, and New York, ensuring secure, compliant, and user-ready technology delivery.

SOS is currently mid-stream in modernization efforts for these systems, with an aggressive 6 month delivery timeline. iLAB's engagement model is designed to quickly onboard, assess the existing system landscape, and assume full QA responsibilities in partnership with State stakeholders and third-party vendors. Our team will ensure alignment with release schedules, UAT expectations, and production readiness, supporting smooth delivery across all phases of the modernization effort.

Key Highlights of Our Capacity to Support SOS:

- iLAB has supported Indiana Secretary of State systems since 2015 with the launch of INBiz. Since then, we have also supported and tested similar applications for the New York Secretary of State and the Florida Secretary of State.
- Deep domain expertise in business registration, licensing, and regulatory platforms, with proven QA delivery across INBiz-aligned systems in Indiana and other states.
- A pool of 100 + Indiana-based SQA experts and rapid ramp-up capabilities to gain expert knowledge of existing systems and testing assets, while integrating into SOS's hybrid Agile-Scrum delivery model
- Experience testing Commercial Off-The-Shelf (COTS) and custom components, APIs, third-party interfaces, and multi-agency workflows using manual, automated, and exploratory methods.
- Expertise with the Secretary's environments and toolsets, including test asset management and reporting in Azure DevOps (ADO).
- Transparent, risk-based QA governance that emphasizes traceability, audit-readiness, and defect resolution tied to business and technical priorities.

This proposal outlines iLAB's ability to provide a scalable, audit-ready QA partnership that aligns with SOS' priorities for compliance, release readiness, and modernization agility.



Established 2009

Elevating Quality at
Every Stage, Every Time

Trusted QA Partner to the
Indiana Secretary of State

Program Expertise

Business Registration Platforms
Auto Dealer Licensing Systems
Securities & Regulatory Systems
Public-Facing Government Portals
INBiz System Integration

Service Offerings

Software Quality Assurance
UAT Coordination & Support
Azure DevOps Test Management
Regression Testing & Defect Tracking
Test Case Design & Execution
Integration & Interface Validation
Risk-Based QA Strategy
Agile Test Planning & Execution

Trusted by

Indiana Agencies and
20+ State Clients

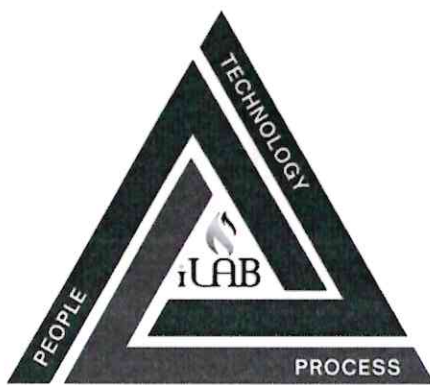
1.1 OUR PUBLIC-SECTOR QA METHODOLOGY

iLAB's proprietary iTEST® Framework is built to support complex, high-visibility government environments and aligns closely with SOS's selected hybrid Agile-Scrum development approach. Our methodology provides structured test planning, execution, and reporting, while remaining adaptable to evolving business priorities and iterative delivery.

Please refer to Appendix B for iTEST® Framework details.

We work within sprint-based cycles, collaborating closely with product owners, developers, and business Subject Matter Experts (SMEs) to ensure that QA is embedded from planning through post-deployment validation. This enables continuous feedback, early defect identification, and sprint-level visibility into test progress and risk.

Our approach blends risk-based testing, automated and manual validation, and collaborative UAT support to meet the unique needs of systems like INBiz, ADSD, and the Securities Division. We use ADO for all test case, execution, and defect tracking activities, supporting full traceability and audit-readiness across the lifecycle.



iLAB combines, **PEOPLE**, **PROCESS**, and **TECHNOLOGY** to deliver scalable QA support, offering certified professionals, tested frameworks, and toolchain integration across ADO, CI/CD pipelines, and test automation platforms. Our proven methodology ensures every release meets stakeholder expectations, aligns with compliance needs, and is ready for production deployment.

Please refer to Appendix B for additional information on iLAB's iTEST® Framework.

1.2 TEAM STRUCTURE AND LOCAL CAPACITY

1.2.1 SUPPORTING INDIANA SECRETARY OF STATE

iLAB is proud to be headquartered in Indiana and deeply embedded in SOS's technology ecosystem. Our delivery model is built around supporting local agencies with responsive, experienced teams who understand SOS's priorities, compliance requirements, and technology landscape. For this engagement, iLAB brings the capacity, structure, and leadership needed to assume full QA responsibilities across SOS's modernization efforts for INBiz, the ADSD, and the Securities platform.

iLAB is registered with the Indiana Secretary of State and currently support multiple Indiana state agencies, giving us firsthand knowledge of state procurement processes, ADO environments, and domain-specific regulatory systems. Our team is prepared to quickly integrate with existing stakeholders and vendors, deliver QA artifacts in alignment with Agile sprints, and support UAT readiness for a successful 6 month implementation timeline.



Our Indiana-based leadership team is readily available for in-person meetings, project checkpoints, and rapid decision-making. We maintain a strong bench of local QA professionals and actively recruit within the state to ensure smooth onboarding, low turnover, and continuity of service. This structure enables iLAB to provide the responsiveness of a homegrown firm with the scalability and resources of a national QA leader.

Our professionals bring targeted experience across the following domains relevant to the Secretary of State:

- Business registration and licensing systems
- Enforcement and compliance workflows
- Public-facing government portals
- Audit-ready documentation and traceability
- Integration with third-party and multi-agency platforms

iLAB team members hold industry-recognized certifications including:

- ISTQB Foundation and Advanced (Test Analyst, Manager, Technical Test Analyst)
- PMP, PMI-ACP, Certified Scrum Master, and SAFe Agilist
- Tricentis Certified Automation Specialist and Test Architect
- OpenText/Micro Focus ADM in Agile DevOps, Functional Testing, and Performance Engineering

Onsite & After – Hours Support

iLAB's local team is available for weekly onsite collaboration in Indianapolis and supports after-hours and weekend release testing to meet SOS' deployment schedules and emergency release requirements.

Our team structure supports test planning, case development, regression testing, defect management, and UAT coordination, using the Secretary of State's preferred toolset, ADO, SharePoint and TEAMS. This local-first, domain-aligned model enables us to meet project deadlines, support compliance, and deliver a reliable QA program that's purpose-built for the needs of Indiana.

1.2.2 GOVERNANCE

iLAB applies a structured governance model to ensure accountability, transparency, and quality throughout the engagement with SOS. This model aligns with the Secretary's expectations for frequent communication, quality tracking, issue escalation, and collaboration with internal and external teams. The following table outlines key governance levels, their focus areas, and assigned iLAB roles:

Governance Level	Focus Area	Responsible Role
Strategic	Client satisfaction, contractual compliance, issue and risk escalation, continuous improvement initiatives	iLAB Director of Service Delivery
Programmatic	Milestone tracking, deliverables progress, performance monitoring, reporting to stakeholders	iLAB Senior SQA Manager
Operational	Daily execution, defect triage, sprint QA readiness, ADO reporting, cross-team collaboration	iLAB QA Team Lead / Test Manager

This governance model supports the Secretary's hybrid Agile-Scrum approach, and ensures alignment with release schedules, quality benchmarks, and collaborative practices. iLAB will participate in weekly stakeholder meetings, provide regular QA status updates, and escalate risks in a timely manner. This structure guarantees visibility, fosters shared ownership, and enables on-time delivery of high-quality outcomes for INBiz, ADSD, BSD, and the Securities Division Portal.

1.2.3 CORE CAPABILITIES AND PRACTICE AREAS

iLAB brings a multidisciplinary team with defined roles aligned to SOS's objectives for a secure, scalable, and production-ready modernization of the INBiz, ADSD, and Securities systems. Our team structure, tools, and delivery methods are built to support the hybrid Agile-Scrum approach outlined in the Request for Proposal (RFP), ensuring full traceability, integration readiness, and sprint-aligned QA delivery.

Our resource model is flexible, tool-agnostic, and designed to support custom, SaaS, and third-party applications in a hybrid environment. We leverage ADO for test management, execution, and reporting, ensuring traceability across requirements, test cases, and defects. Our practice areas reflect the testing disciplines, tools, and public-sector readiness required for this engagement.

Key practice areas include:

QA Strategy, Planning & Governance

Service Delivery Managers and SQA Managers lead strategic planning, manage scope, and ensure alignment with the Indiana Secretary of State's strategic goals. They oversee quality gates, risk mitigation strategies, and engagement metrics while collaborating across internal and external teams.

Functional, Regression & UAT Testing

SQA Analysts and UAT Coordinators execute system testing, end-to-end validation, and user acceptance support. These resources ensure functional coverage across integrated components such as licensing workflows, dealer enforcement processes, and constituent-facing portals. Our team is actively supporting the design and QA planning for the upcoming Securities Division Portal and will ensure early-stage validation aligns with SOS modernization goals.

Test Automation & CI/CD Integration

Automation Engineers design and maintain test automation frameworks across UI, API, and backend layers. They integrate with CI/CD pipelines regardless of platform (Azure DevOps, Jenkins, GitHub Actions, etc.), accelerating feedback loops and supporting monthly releases for cloud-hosted regulatory platforms. iLAB supports the maturity of SOS's DevOps and agile practices through integrated QA planning, CI/CD pipeline compatibility, and automation enablement.

Performance, Security & Compliance Testing

Sr. SQA Analyst conduct load, stress, and resilience testing on high-volume workflows such as business licensing, dealer renewals, and customer service transactions. These resources work alongside security and compliance-focused testers to validate system security, uptime reliability, and data protection. We maintain reusable, modular regression test assets within ADO to promote long-term QA consistency and support recurring release cycles.

Data Migration & Integrity Validation

Sr. SQA Analysts validate data accuracy and completeness during system transitions, executing test cases tied to critical business workflows. Activities include pre/post-migration comparisons, defect resolution, and ensuring data integrity across INBiz, ADSD, and Securities platforms.

Azure DevOps & Sprint-Level QA Coordination

Sr. SQA Analysts and SQA Managers coordinate test execution, traceability, and defect management using Azure DevOps (ADO). These roles support Agile ceremonies, sprint planning, and ensure alignment with the Indiana Secretary of State release cycles.

Documentation & Traceability

BA/QA Hybrid develop essential QA documentation including test strategies, traceability matrices, execution summaries, and compliance-related artifacts. Supporting state audit readiness, cross-team coordination, and go/no-go decisions for releases across licensing, enforcement, and customer service systems.

Licensing & Enforcement Domain Expertise

iLAB's QA Leads bring deep expertise in business licensing, regulatory compliance, and customer service systems. Supporting complex environments for the Indiana Secretary State by aligning QA strategy with real-world system use cases, ensuring high reliability, traceability, and readiness across all monthly releases and system updates.

2 TECHNICAL TESTING APPROACH

2.1 TESTING OBJECTIVES FOR THE ENGAGEMENT

iLAB's testing approach is aligned with SOS's mission and modernization goals. The following objectives guide all QA activities to ensure coverage, traceability, and readiness across INBiz, ADSD, and Securities systems:

- Validate that systems and integrations meet defined internal and external functional requirements.
- Identify functionality that deviates from business or technical expectations to support timely resolution prior to deployment.
- Evaluate and mitigate risks associated with modernization activities and monthly release cycles.
- Establish reusable test assets, including regression test suites, to maintain consistency across sprints and releases.
- Recommend and implement QA best practices tailored to SOS's licensing and regulatory platforms.
- Ensure that QA deliverables meet SOS's expectations for traceability, completeness, and quality.

2.2 TESTING APPROACH & COLLABORATION MODEL

iLAB collaborates directly with State IT stakeholders, product owners, and development vendors to operate as a unified QA team. This model is aligned with SOS's hybrid Agile-Scrum methodology and supports sprint-based QA from planning through release.

For INBiz and ADSD (Maintenance QA Support):

- Participate in sprint planning, stakeholder meetings, and backlog refinement.
- Execute testing for emergency fixes and support production issue triage.
- Analyze upstream/downstream impacts of code changes across integrated systems.
- Execute regression test suites during code freeze and pre-production phases.
- Track and resolve defects in ADO in collaboration with vendor teams.

For Securities (Modernization QA Support):

Since March 2025, iLAB has supported SOS's modernization of the Securities platform with the following QA efforts:

Test Analysis and Planning:

- Participate in discovery sessions to understand business needs and system scope.
- Analyze user stories and business rules to define test scenarios and risk priorities.
- Estimate QA effort and align resources accordingly.

Test Preparation and Design:

- Create test cases and data sets reflecting real-world workflows and compliance requirements.
- Establish regression test libraries mapped to functional and non-functional requirements.

Test Execution and Defect Management:

- Execute functional, integration, and regression tests for each new release.
- Log and triage defects in ADO, tracking progress to resolution.
- Provide testing metrics and QA dashboards to inform Go/No-Go decisions.

iLAB is uniquely positioned to meet SOS's stringent technical and operational requirements. Our team is already engaged with Indiana agencies and is familiar with the existing AWS-hosted environment, system architecture, and INBiz-aligned platforms. With no ramp-up period needed, iLAB is prepared to immediately assume QA responsibilities, both remotely and onsite, in accordance with the project's 6 month timeline. All QA assets, scripts, and test reports will be maintained within the State's Azure DevOps (ADO) tenant, ensuring full traceability, audit readiness, and State ownership of deliverables. *Please refer to Appendix A for additional details on our Testing Strategy, methods, and procedures.*

2.3 TOOL ECOSYSTEM AND FRAMEWORK SUPPORT

iLAB understands the unique challenges SOS faces when it comes to purchasing and implementing testing tools within public-sector environments. As a Value-Added Reseller (VAR) and implementation partner, iLAB brings established relationships with industry-leading QA technology providers, giving SOS access to proven solutions without the burden of navigating complex procurement processes alone.

We don't just bring tools, we bring a tested, scalable ecosystem. iLAB helps SOS assess tool needs, evaluate options, and integrate technologies that align with SOS's security, compliance, and operational goals. We also provide hands-on configuration, enablement, and support for seamless adoption.

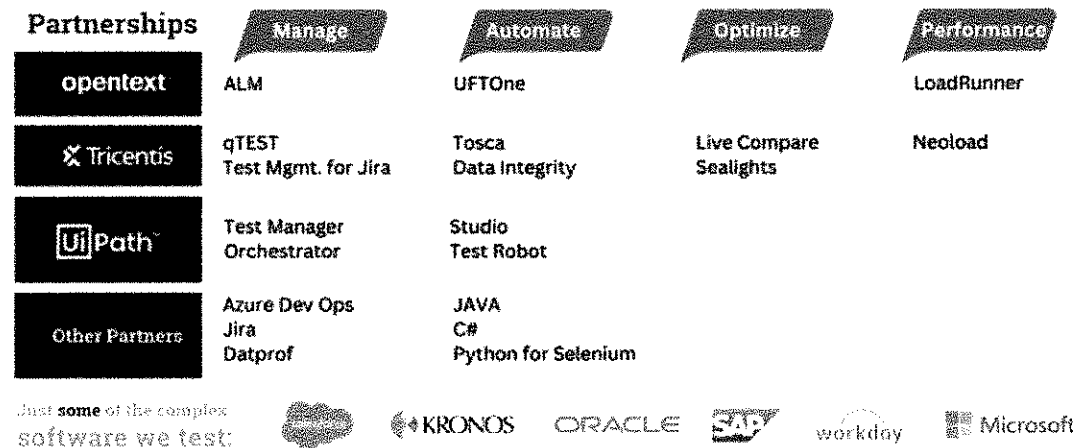
Our partner ecosystem includes platforms that support:

- **Requirements & Test Management:** ADO, ALM, and enterprise-class lifecycle management tools. QA deliverables will be stored and maintained in the State's ADO tenant.
- **Automated Testing:** Selenium, UFT One, RestAssured, and Postman for regression, smoke, and API testing.
- **API & Interface Validation:** ReadyAPI, Postman, and SOAP UI to ensure integration integrity across internal and third-party systems.
- **Performance Testing:** LoadRunner or JMeter to assess scalability, load capacity, and production readiness.
- **Security & Compliance Testing:** Tools and processes that align with SOC2, state-level data security standards, and access control frameworks.
- **CI/CD Pipeline Integration:** Full support for ADO Pipelines to trigger automated tests and monitor quality across build and release cycles.

Our team is already embedded and familiar with SOS's development environments, including tools like ADO, SharePoint, and Microsoft TEAMS, as well as the AWS-hosted system architecture that underpins INBiz, ADSD, and the Securities platform. We are fully prepared to engage without a ramp-up period, supporting seamless continuity within SOS's modernization efforts.

As a partner, iLAB provides not only tool recommendations, but also license resale, onboarding, training, and support services to ensure adoption adds value immediately. Our consultants are certified across these platforms and experienced in deploying them within complex state government environments.

This vendor-agnostic yet partnership-enabled model ensures that SOS benefits from innovation, efficiency, and quality, without compromising on budget, compliance, or integration stability.



2.4 TESTING METHODS

To support SOS's modernization efforts and ensure seamless delivery across INBiz, ADSD, and the Securities systems, iLAB employs a comprehensive and structured set of testing methods. These testing services are designed to validate system functionality, support continuous releases, and maintain operational quality throughout the lifecycle of each platform.

iLAB's approach aligns with SOS's hybrid Agile-Scrum methodology, utilizing ADO for end-to-end traceability, test execution, and collaborative defect management. Our testing methods are prioritized based on risk, user impact, and integration complexity, ensuring each release is stable, secure, and production-ready.

The following testing methods reflect iLAB's comprehensive coverage model and align directly with SOS's expectations as outlined in the RFP.

2.4.1 FUNCTIONAL TESTING

Functional Testing validates that INBiz, ADSD, and Securities systems perform as intended under real-world scenarios. Test cases are developed from system requirements, user stories, and business rules. Testing includes:

- **End-to-End Business Process Testing** – Entity registration, license renewals, UCC filings, and interactions with DOR, DWD, and PLA.
- **High-Risk Workflow Testing** – Transactions with legal, financial, or compliance consequences.
- **Role-Based Access Testing** – Validation of internal and external user permissions.
- **Boundary and Negative Testing** – Input validation and error handling.
- **Business Rule Validation** – Field logic, data constraints, and calculations.
- **Early-Stage Validation for Securities Portal** – Functional test case review during story grooming and pre-development discovery.

We apply a blended model: exploratory/manual testing for evolving features, and automation for stable components. All test cases are traceable in ADO.

2.4.2 REGRESSION TESTING

Regression Testing ensures that code changes or bug fixes do not impact existing functionality. It is performed regularly across INBiz, ADSD, and Securities systems using a risk-based approach:

- **Targeted Risk-Based Selection** – Focus on modules with frequent updates or known issues.
- **Automated Script Execution** – For high-value, stable workflows.
- **Manual Testing for New Features** – Until automation criteria are met.
- **Release-Level Validation** – Conducted prior to monthly and emergency deployments.
- **Emergency Release Testing Support** – QA coverage available outside standard hours when urgent releases are required.

Test results, defects, and trend reports are managed in ADO and shared in QA dashboards. *Please refer to Appendix C for Metric and Reporting examples.*

2.4.3 SMOKE TESTING

Smoke Testing is performed on each new build or release to confirm basic system stability before deeper testing begins. This includes verifying login functionality, dashboard access, and readiness of high-priority modules such as license search or business registration.

2.4.4 API AND SYSTEM INTEGRATION TESTING

iLAB validates system-to-system interactions across APIs and integrated components used by SOS:

- **Endpoint Verification** – Confirm API response accuracy and behavior.
- **Data Integrity Checks** – Verify payload structure and formatting.
- **Security and Role Validation** – Test authentication and authorization flows.
- **System Integration Validation** – Validate upstream/downstream data flow with state and third-party platforms.

Integration tests are reused across test cycles and automated where possible.

2.4.5 USER ACCEPTANCE TESTING (UAT)

iLAB supports UAT planning, coordination, execution, and business sign-off. We work closely with SOS's SMEs to ensure testing reflects operational workflows and success criteria:

- **Real-World Scenario Development** – Based on day-to-day business processes.
- **UAT Coordination** – Standups, test data setup, and live defect triage.
- **Defect Logging and Closure** – Tracked in ADO with traceability to acceptance criteria.
- **Documentation and Reporting** – Includes sign-off logs, summaries, and user feedback.

UAT results directly inform go/no-go decisions.

2.4.6 TEST AUTOMATION (OPTIONAL)

Test automation can play a pivotal role in supporting the State's ongoing modernization and release management activities. As systems evolve and configuration changes occur during sprint cycles, an automated test suite provides a scalable and efficient solution to detect potential impacts on existing functionality.

iLAB can provide dedicated Automation Engineers to design and implement an Automated Regression Test Suite. This suite would include core business workflows, frequently repeated tasks, and high-priority functionalities. The automation plan can run alongside functional sprint efforts, with regression scenarios selectively automated after system stabilization, significantly accelerating testing cycles while maintaining quality.

By establishing test automation early, the State may benefit from faster release cycles, reduced manual testing effort, and improved responsiveness to future system enhancements and evolving requirements. The automated regression suite becomes a long-term asset, supporting continuous delivery and streamlined testing in future phases.

Prior to automation, foundational manual processes must be well-defined and stabilized. If accelerated implementation is desired, the timeline can be compressed by scaling up automation resources.

Goals of Test Automation:

- **Enable Reusability:** Identify and prioritize high-value regression scenarios (e.g., workflows, API endpoints, and business rules) to build robust automated tests.
- **Maximize ROI:** Focus automation on areas that deliver the most value through increased coverage, earlier defect detection, and reduced manual effort.
- **Support CI/CD Pipelines:** Integrate automated tests into continuous integration and delivery workflows (e.g., Azure DevOps), enabling rapid, high-confidence releases.

3 PROJECT DELIVERABLES AND SCOPE

Based on our understanding of SOS's system landscape and the priorities outlined in the RFP, iLAB proposes the following deliverables to guide a comprehensive and agile-aligned QA engagement. These deliverables are structured to support monthly and emergency release cycles, ensure traceability through Azure DevOps (ADO), and provide full coverage across INBiz, ADSD, and the Securities Division.

All QA documentation, test artifacts, and related work products are the sole property of the State of Indiana and will be stored and maintained within the State's ADO tenant.

iLAB is already familiar with SOS's AWS-hosted environments, platform architecture, and tools enabling immediate engagement with no ramp-up period required.

Each item reinforces the Secretary's goals for scalable modernization, cross-agency integration, stakeholder visibility, and audit-ready documentation.

Deliverable	Details
Test Plan Development	<ul style="list-style-type: none"> • Comprehensive Test Plans aligned with monthly release cycles and hybrid Agile-Scrum delivery • Includes entry/exit criteria, scope, test approach, traceability structure, risk management, and required tooling • Maintained and versioned in ADO
Functional & Regression Test Case Library	<ul style="list-style-type: none"> • Test cases developed and maintained in ADO • Based on business rules, FSDs, and user stories • Includes reusable regression suites covering INBiz, ADSD, and Securities • Supports traceability and risk-based coverage
Test Execution & Defect Reports	<ul style="list-style-type: none"> • Summary of executed test cases, pass/fail results, and unresolved issues • Defect metrics categorized by severity (Critical, High, Medium, Low) • Root cause and blocker identification tied to release readiness • Results and trends tracked in ADO and shared in QA dashboards

	<ul style="list-style-type: none"> Emergency release validation supported outside standard business hours, as needed by SOS. <p><i>Please refer to Appendix C for more details.</i></p>
Weekly QA Status Reports	<ul style="list-style-type: none"> Submitted to SOS's stakeholders Includes test progress, resource capacity, risks, issues, blockers, and recommendations Roll-up by system: INBiz, ADSD, Securities
Monthly QA Review Meetings	<ul style="list-style-type: none"> Facilitate stakeholder-facing meetings to review QA health, velocity, and alignment Cover team allocation, upcoming priorities, risk areas, and test optimization recommendations
UAT Coordination & Sign-Off Support	<ul style="list-style-type: none"> Develop UAT scripts tied to operational workflows Coordinate test execution, SME engagement, and walkthroughs Log user feedback and track sign-off criteria in ADO
Release Readiness & Go/No-Go Packages	<ul style="list-style-type: none"> Include defect summaries, unresolved issues, and risk assessments per release Deliver final QA sign-off documentation and stakeholder approvals Provide deployment checklist and business readiness summary
Securities Division Test Support	<ul style="list-style-type: none"> QA support for functional validation of Securities Portal components Participate in testing strategy formulation and test case development for newly defined stories
Regression Testing	<ul style="list-style-type: none"> Maintenance of modular, reusable test assets Execution at code freeze and pre-deployment stages Validate backward compatibility and ensure release quality
Continuous Improvement & Automation Recommendations	<ul style="list-style-type: none"> Recommend for automation tooling, framework enhancements, and test reuse Document QA process improvements and lessons learned Identify efficiencies across SOS's QA efforts

4 RESUME OF KEY PERSONNEL

The individuals proposed for this engagement are not new to SOS, they are the same professionals who have been actively supporting SOS's QA needs across INBiz, ADSD, and the Securities Division. These team members bring direct, recent experience working within SOS's Agile delivery model, executing test cases in Azure DevOps, coordinating UAT cycles, validating regulatory workflows, and participating in regular planning sessions with SOS stakeholders and vendor partners.

Our team is fully embedded in the SOS ecosystem and already familiar with the business processes, data models, AWS-hosted environments, and technical architecture that underpin the agency's digital platforms. This continuity ensures a seamless transition into the proposed engagement, with no ramp-up period required and minimal onboarding. Our team is prepared to deliver immediate onsite and remote QA services

Each resume highlights the individual's current responsibilities within SOS systems, relevant technical certifications, and areas of functional expertise. These team members have established strong working relationships with SOS staff and are trusted to drive defect triage, regression testing, UAT coordination, and release readiness efforts with minimal oversight.



SHERRY WOOLDRIDGE

SQA SERVICE DELIVERY MANAGER

LOCATION: INDIANA | AVAILABLE ONSITE WEEKLY



OVERVIEW

Sherry is a seasoned Software Quality Assurance (SQA) and Testing Leader with 25+ years of experience managing enterprise QA initiatives across public sector modernization efforts. She brings deep expertise in software quality oversight, test leadership, stakeholder engagement, and regulatory compliance. Sherry has successfully led QA for large-scale, multi-vendor programs, working alongside PMOs, IV&V contractors, and DDI vendors to deliver optimized, metrics-driven outcomes.

She has established and implemented Test Centers of Excellence tailored to client needs, incorporating industry best practices, process improvements, and continuous QA enhancements.

Sherry's strategic approach has helped agencies increase efficiency, reduce risk, and deliver high-quality solutions aligned with state and federal requirements. Known for her collaborative leadership style, she partners with clients to develop targeted, actionable QA strategies that drive lasting results.

KEY QUALIFICATIONS & TECHNICAL PROFICIENCIES

- 8+ years of Service Delivery leadership at iLAB, serving as Manager and Director for large-scale QA programs.
- Oversaw a client portfolio including 10+ Indiana State Government agencies and multiple private sector engagements.
- Led multi-year, multimillion-dollar SQA initiatives spanning new system development, modernization, and maintenance efforts.
- Established QA strategy, governance, and standardized processes across diverse IT platforms and programs.
- Built and managed high-performing QA teams, overseeing resource planning, delivery quality, and stakeholder alignment.
- Experienced in client engagement, risk mitigation, issue triage, and driving continuous improvement across complex projects.

EDUCATION & CERTIFICATIONS

**B.A. in Science in Business
Management & Marketing**
Indiana State University
ASTQB Foundations

RELEVANT PROJECT EXPERIENCE

SERVICE DELIVERY

iLAB, LLC

- Brings extensive experience leading SQA efforts across state government clients, driving modernization, compliance, and continuous quality improvements.
- Supported public sector QA engagements in Indiana, Florida, and Connecticut since 2015, including system modernization and long-term maintenance efforts.
- Conducted QA assessments and current-state analyses to identify gaps and define actionable improvement plans.
- Applied state and federal compliance standards, including CJIS Audit Compliance for the State of Connecticut.
- Developed and executed Test Strategies, Test Plans, Traceability Matrices, and QA metrics to support project transparency and accountability.
- Led and contributed to System, Integration, Regression, UAT, and End-to-End testing across custom and COTS platforms.
- Managed QA activities across Agile, Waterfall, and Hybrid methodologies, aligning test methods with delivery frameworks.
- Oversaw defect management, including root cause analysis, severity tracking, and mitigation planning.
- Designed and implemented Manual, Automation, Mobile, and Test Center of Excellence frameworks to scale QA maturity.
- Championed QA process improvements and implemented continuous monitoring practices to optimize test efficiency.
- Supported automated testing initiatives through strategic tool selection and framework integration.
- Directed release readiness, Help Desk support, and post-deployment testing efforts.
- Led training and instructional design efforts, facilitating knowledge transfer and upskilling across QA teams.

BRIAN WELCH

SQA MANAGER

LOCATION: INDIANA | AVAILABLE ONSITE WEEKLY



OVERVIEW

Highly experienced Senior Software Quality Assurance (SQA) Manager with 30+ years of experience leading QA programs across government, finance, and regulated sectors. Brian has played a pivotal role in managing test teams, driving quality initiatives, and delivering testing solutions aligned with Agile delivery models and public-sector compliance standards. Since joining iLAB in 2015, he has supported multiple Indiana state agencies, including the Secretary of State, with a strong emphasis on system modernization, automation readiness, and stakeholder coordination.

Brian brings deep knowledge of Indiana's system landscape, hands-on experience with Azure DevOps (ADO), and a track record of delivering under strict timelines, including after-hours release support and defect triage. He offers both leadership and hands-on testing capability, contributing to testing strategy, documentation, and continuous improvement efforts.

KEY QUALIFICATIONS & TECHNICAL PROFICIENCIES

- 30+ years in QA, including 10+ supporting Indiana systems like INBiz, ADSD, and Securities
- Expert in Agile-Scrum delivery and monthly release cycles
- Proficient in Azure DevOps (ADO) for test case management, execution, and reporting
- Skilled in functional, regression, UAT, integration, and risk-based testing
- Supports emergency/after-hours testing and bi-weekly deployments
- Tools: ADO, JIRA, HP ALM, ServiceNow, SOAP UI, SharePoint, Microsoft Teams
- Strong focus on compliance, documentation, traceability, and stakeholder collaboration

EDUCATION & CERTIFICATIONS

B.A. in English Education

Purdue University - Indianapolis

B.A. in Computer Science

Purdue University - Indianapolis

ISTQB Certified – Foundation & Test Manager

RELEVANT PROJECT EXPERIENCE

SENIOR SQA MANAGER

iLAB, LLC

Indiana Secretary of State (INBiz, ADSD, Securities)

- Leads QA team across three major SOS platforms
- Manages test planning, regression suites, and release validation
- Oversees monthly and emergency release testing and sign-off activities
- Coordinates testing in ADO, ensuring full traceability and defect resolution
- Facilitates weekly reporting and monthly stakeholder QA meetings
- Supports early-stage validation for Securities Portal modernization

SQA MANAGER

iLAB, LLC

Indiana Public Retirement Systems (INPRS)

- Managed test strategy, execution, and status reporting
- Led team meetings, coordinated defect triage, and maintained closeout documentation
- Collaborated with developers and business users to align QA with evolving requirements

TEAM LEADER

iLAB, LLC

Office of Early Childhood and Out of School Learning (FSSA)

- Built and executed test plans for the Child Voucher System
- Trained business users in UAT processes and logged issues in coordination with developers
- Delivered weekly status reports and execution planning for release cycles

BUSINESS ANALYST / QA LEAD

Eli Lilly and Lenovo

- Oversaw offshore QA and test documentation for regulatory-compliant systems
- Provided business analysis, test execution, traceability, and vendor coordination
- Supported FDA-regulated systems (21 CFR Part 11), HIPAA-aligned testing, and metrics reporting



OVERVIEW

Adrienne Olvera Gordon is a detail-oriented Software Quality Assurance (SQA) Test Lead with 25+ years of experience in manual and automation-adjacent testing. Since joining iLAB in 2020, she has contributed to Indiana's COVID-19 response through the Department of Health and currently supports the Secretary of State's INBiz, Auto Dealers Services Division (ADSD), and Securities platforms.

Adrienne brings a strong commitment to collaboration, defect management, and regression testing, with a proven track record of working with SMEs, vendor teams, and business units to deliver timely, high-quality results across critical systems.

KEY QUALIFICATIONS & TECHNICAL PROFICIENCIES

- 25+ years of experience in software testing, including test planning, execution, and regression across regulatory and public-sector platforms.
- Proficient in Jira, Azure DevOps (ADO), TFS, SQL, Postman, TOAD, Microsoft Test Manager, and Visual Studio.
- Strong background in defect management, requirements analysis, and system validation.
- Experience supporting Agile-Scrum delivery, including sprint planning, and story refinement.
- Supported automation efforts using Microsoft Test Manager, QTP, and Gherkin syntax for Cucumber-based automation.
- Comfortable with off-hours release testing, QA/UAT coordination, and stakeholder reporting.

CERTIFICATIONS

ISTQB Certified Foundation Tester

RELEVANT PROJECT EXPERIENCE

SQA TEST LEAD

iLAB, LLC

Indiana Secretary of State – INBiz, ADSD, Securities

- Designed reusable test cases in Azure DevOps; executed and maintained test cycles across QA, UAT, and production.
- Collaborated with SOS IT, SMEs, and development vendors to validate enhancements and support monthly releases.
- Performed regression testing and defect reporting in partnership with the vendor and internal QA team.
- Participated in planning and risk management conversations to proactively identify delays or quality concerns.
- Supported after-hours testing during scheduled production releases.

SQA TEST LEAD

iLAB, LLC

Indiana Department of Health – Contact Tracing Initiative

- Authored and executed test cases in ADO to support pandemic response workflows.
- Coordinated closely with DOH staff to ensure test coverage and accurate functionality validation.

SOFTWARE QUALITY ENGINEER II

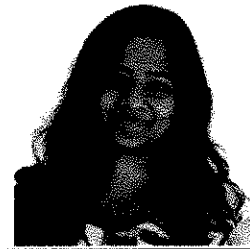
MISO (Midcontinent Independent System Operator)

- Tested control room-critical .NET and Java applications supporting Midwest power grid reliability.
- Collaborated with developers and business users to gather requirements and design robust test scenarios.
- Contributed to Agile ceremonies, including example mapping and 3 Amigos sessions.
- Supported BDD/TDD practices, authored acceptance criteria in Gherkin, and executed automated tests in IntelliJ.
- Used SpiraTeam, Bitbucket, SourceTree, and TOAD for test management, version control, and SQL validation.

THILLAI GAYATHRI

SENIOR SQA ANALYST

LOCATION: MASSACHUSETTS - AVAILABLE ON SITE BY REQUEST



OVERVIEW

Gayathri is a highly experienced Senior Software Quality Assurance (SQA) Analyst with 14+ years in SQA, specializing in functional testing, regression testing, UAT support, and risk-based validation. She brings hands-on expertise across government and healthcare systems, including deep familiarity with the Indiana Secretary of State's Auto Dealers Services Division (ADSD) and INBiz platform.

Her proficiency with Azure DevOps (ADO), UFT One, Postman, and SQL makes her a key asset in supporting test case development, execution, and reporting in alignment with Indiana's Agile-Scrum framework. She consistently supports release cycles, provides traceability across business requirements, and collaborates with stakeholders for successful outcomes.

KEY QUALIFICATIONS & TECHNICAL PROFICIENCIES

- 14+ years of experience in manual, functional, and integration testing
- Deep domain knowledge of ADSD, INBiz, and state-level regulatory systems
- Skilled in test case design, UAT coordination, regression suite maintenance, and defect triage
- Proficient in Azure DevOps, JIRA, UFT One, SOAP UI, Postman, SQL, Oracle, and HP ALM
- Supports Agile delivery with sprint-based testing, traceability, and real-time collaboration
- Familiar with Indiana's enterprise systems, deployment support, and stakeholder engagement

EDUCATION & CERTIFICATIONS

B.A. in Computer Science
Manonmaniam Sundaranar University
ISTQB Certified Foundation Tester
ISTQB Agile Tester Extension

RELEVANT PROJECT EXPERIENCE

SENIOR SQA ANALYST

iLAB, LLC

Indiana Secretary of State (ADSD)

- Validated ADSD system features during UAT and release cycles
- Developed and maintained regression test suites in ADO
- Analyzed business workflows and user scenarios for end-to-end testing
- Coordinated with stakeholders to clarify functional expectations and align tests
- Supported after-hours production deployments and release planning

SENIOR SQA ANALYST

iLAB, LLC

Indiana Secretary of State (INBiz)

- Led testing for online and internal business registration workflows
- Executed regression tests to ensure release stability and minimal post-release issues
- Mapped test cases to business requirements for traceability and stakeholder validation
- Maintained test documentation and collaborated closely with business and QA teams

SENIOR SQA ANALYST

Florida Dept. of Children and Families

- Managed QA across STLC phases including UAT execution and data validation
- Performed functional and regression testing using JIRA, tracked defects and metrics
- Delivered dashboard reporting and collaborated with vendors for issue resolution

SQA ANALYST

Integrated Eligibility System (IES)

- Supported modernization efforts of a mainframe-to-web system migration
- Validated front-end functionality and back-end logic for eligibility modules
- Participated in Agile sprint testing, coordinated with devs and business analysts



ALEX SMITH
SENIOR SQA ANALYST
LOCATION: INDIANA | AVAILABLE ONSITE WEEKLY



OVERVIEW

Alex Smith is a dedicated Senior Software Quality Assurance (SQA) Analyst with 9+ years of experience supporting complex state government initiatives. He brings hands-on expertise in Agile-Scrum environments, functional and regression testing, UAT coordination, and traceability practices.

Alex has played a key role in Indiana's public-sector modernization efforts, including testing mission-critical systems such as INBiz and Auto Dealers Services Division (ADSD). His ability to lead test planning, write SQL queries, and support after-hours production releases makes him a valuable asset for quality assurance initiatives requiring collaboration, accountability, and rapid deployment support.

KEY QUALIFICATIONS & TECHNICAL PROFICIENCIES

- 9+ years of experience in manual and exploratory software testing in Agile-Scrum environments.
- Proficient in Azure DevOps (ADO), JIRA, SQL, Confluence, and SOAP UI for test planning, defect tracking, and test execution.
- Skilled in building Requirement Traceability Matrices and regression test libraries.
- Strong collaborator with development, product, and SME teams to ensure alignment and test completeness.
- Experienced in cross-platform validation, mobile/web testing, and public-sector QA reporting.
- Provides production deployment support including after-hours testing and release readiness validation.

EDUCATION & CERTIFICATIONS

B.A. in Music Performance
Butler University
ISTQB Certified Foundation Tester

RELEVANT PROJECT EXPERIENCE

SENIOR SQA ANALYST

iLAB, LLC

Indiana Secretary of State – INBiz and ADSD

- Led planning and execution of QA and UAT for INBiz and Auto Dealer Services Division (ADSD) systems.
- Developed test cases in Azure DevOps based on exploratory understanding and stakeholder collaboration.
- Supported release readiness reviews and participated in after-hours testing for deployments.

SENIOR SQA ANALYST

iLAB, LLC

FSSA – Office of Early Childhood and Out of School Learning (OECOSL)

- Created and maintained test artifacts supporting education voucher systems for Hoosier families.
- Executed end-to-end testing and regression cycles, tracked defects in Azure DevOps, and authored traceability documentation.
- Conducted mobile and accessibility testing across multiple devices and browsers.

SENIOR SQA ANALYST

iLAB, LLC

FSSA – Indiana Department of Health (ISDH)

- Managed QA for 10 public health applications, including COVID-19 and vital records systems.
- Served as the main QA liaison, created weekly status reports, and reviewed test coverage for accessibility compliance.
- Led efforts to analyze and document automation-ready test cases.

SENIOR SQA ANALYST

iLAB, LLC

FSSA – Integrated Eligibility and Decision Support System (IEDSS)

- Validated modules supporting eligibility, appeals, and system correspondence.
- Authored SQL queries for backend validation and created training documentation for new QA team members.
- Delivered system defect analysis and real-time interface testing.

5 REFERENCES

iLAB is proud to serve as the current QA partner to SOS. We have supported INBiz, the State's flagship business registration platform, since its inception, leading QA planning, execution, and optimization efforts across multiple releases, modules, and agency integrations. This long-standing relationship demonstrates our deep understanding of SOS systems, requirements, and operational workflows. Our embedded team continues to provide test case development, regression support, and UAT coordination across INBiz, ADSD, and the Securities Division modernization effort.

To further illustrate the depth and breadth of our public-sector QA experience, we have included *Appendix E: SOS Case Study* and listed below additional relevant client engagements involving similar regulatory, licensing, and modernization initiatives.


5.1 CLIENT REFERENCES

The following individuals can speak directly to iLAB's performance on recent and ongoing government QA engagements. These references include current and former clients who can validate our technical expertise, responsiveness, and ability to deliver high-quality outcomes in complex, mission-critical environments. We encourage the State to contact these individuals to learn more about our capabilities and service delivery.


#	Client Name	Contact Person	Contact Details
1	Indiana Public Retirement Systems(INPRS)	Steven Barley, Chief Information and Technology Officer	sbarley@inprs.in.gov (317) 233-4184
2	Family And Social Services Administration	Brian Arrowood, Chief Information Officer	Brian.Arrowood@fssa.IN.gov 317-426-8147
3	Indiana Bureau of Motor Vehicles	Justin Davis, Chief Information Officer	judavis1@bmrv.in.gov
4	Indiana Department of Transportation	Jannson Engleman, Senior Director Digital Transformation	jengleman@indot.in.gov (812) 320-8534
5	Indiana Department of Health	Mohan Ambaty, Chief Information Officer	mambaty@health.in.gov 317-233-7673
6	Indiana Office of Technology	Bill Baker, Director – IOT Project Risk Management / IV&V Specialist	fbaker@iot.in.gov 317-232-2664
7	Indiana Economic Development Corporation	Qwendolyn Millard, Vice President, Information Technology	qmillard@iedc.in.gov 463-279-1254
8	Indiana Department of Natural Resources	Amanda Wuestefeld, DNR Director - Division of Fish and Wildlife	AWuestefeld@dnr.IN.gov 317-234-8442
9	Florida Department of Corrections	Greg Prescott, FDC Deputy CIO	Greg.Prescott@fdc.myflorida.com 850-717-3895

5.2 STATE AND LOCAL GOVERNMENT QA EXPERIENCE


iLAB has a strong and growing footprint supporting state and local agencies across the United States. With over 25 years of QA expertise, we have provided independent QA and testing services for complex regulatory, licensing, and digital modernization initiatives in the following jurisdictions:




State and Local Engagements


Florida


- Adult Persons with Disabilities
- Agency for Healthcare Administration
- Department of Children and Families
- Department of Corrections
- Department of Financial Services
- Department of State
- Highway Safety and Motor Vehicles
- House and Senate
- Office of Legislative Information Technology


Indiana


- Bureau of Motor Vehicles
- Department of Agriculture
- Department of Education
- Department of Homeland Security
- Department of Local Government Finance
- Department of Transportation
- Department of Workforce Development
- Economic Development Corporation
- Family and Social Services Administration
- Public Retirement Systems
- Secretary of State
- State Department of Agriculture
- State Department of Health


New York


- New York Department of State


Connecticut

- Emergency Services and Public Protection


Alaska

- City of Anchorage


Georgia

- Fulton County Schools

5.3 BUSINESS SERVICES & REGULATORY QA PAST PERFORMANCE

With more than two decades of experience supporting public sector modernization efforts, iLAB brings deep domain expertise in delivering independent QA across complex, multi-agency ecosystems. Our work spans business registration, licensing, regulatory compliance, and cloud migrations. We've helped state agencies enhance service delivery, streamline integrations, and ensure systems are audit-ready and production-stable.

The examples below demonstrate iLAB's proven track record in QA strategy, risk-based testing, integration validation, and collaborative delivery for public-facing platforms. This experience directly supports SOS's mission to modernize and maintain secure, high-performing systems like INBiz and ADSD.

Business Registration	Licensing & Compliance	System Integration	Cloud Modernization	Public Sector QA Delivery
Indiana INBiz Florida Sunbiz Modernization New York Cenuity UAT Testing	Indiana Professional Licensing Integrations (PLA) Securities Division QA Trademarks/UCC Testing	INBiz Integrations with: <ul style="list-style-type: none"> DOR, DWD, AG Unclaimed Property FDOS – API & Role-based Testing NY – Workflow + Interface Validation 	Florida QA for Statewide Cloud Transition Plans Indiana ADSD AWS Migration INBiz	Indiana Multi-agency QA support Florida Medicaid & Business Services QA New York Lean team in a state agency ecosystem

5.4 SIMILAR PAST PROJECT PERFORMANCE

Client: Indiana Secretary of State – INBiz Business Registration Platform

iLAB served as a strategic QA partner to the Indiana Secretary of State for the planning, development, and ongoing optimization of INBiz, the State's flagship business registration platform. INBiz serves as a one-stop solution for business formation and maintenance across Indiana, integrating multiple state agencies into a centralized online system. iLAB was engaged from the outset and led the full QA lifecycle throughout multiple phases of development and enhancement. Key responsibilities included:

- Discovery and analysis of Indiana's business registry landscape, operational workflows, and system integration points
- Strategic QA planning for test case development, automated test execution, and defect lifecycle management
- Implementation of standardized testing procedures across all functional modules and platforms
- Requirements gathering and creation of a traceability matrix to align QA coverage with business and regulatory needs
- Functional, regression, and integration testing of system enhancements across key agencies, including:
 - Department of Revenue (DOR)
 - Department of Workforce Development (DWD)
 - Attorney General's Unclaimed Property Division
 - Indiana Professional Licensing Agency (PLA)
 - Trademarks / Service Marks Module
 - Uniform Commercial Code (UCC)
 - Uniform Commercial Code XML (UCC XML)

Key Areas of Support

Business Registration Domain Expertise: iLAB has played a leading role in INBiz QA since inception, delivering comprehensive testing of high-volume business registration processes that are core to the Business Services Division's mission.

Multi-Agency Integration Experience: iLAB has led integration testing across multiple state entities within the INBiz ecosystem, ensuring data accuracy, functional performance, and system reliability.

Requirements Traceability and Audit Readiness: Our structured QA approach ensures test cases are fully traceable to business and technical requirements, supporting audit readiness and production confidence.

Ongoing Support and Continuous Improvement: iLAB continues to provide QA for monthly releases and production updates, enabling rapid deployment of new features while maintaining stability across the platform.

Deep Institutional Knowledge: As an embedded QA partner, iLAB offers continuity of service, historical system knowledge, and alignment with Indiana's modernization strategy and public-facing digital services.

Client: Indiana Secretary of State – Auto Dealers Service Division (ADSD)

iLAB served as a strategic QA partner to the Indiana Secretary of State's Auto Dealers Services Division (ADSD) during the modernization and migration of the ADSD system to Amazon Web Services (AWS) in early 2024. This engagement focused on validating system functionality, improving test maturity, and ensuring a smooth transition to the cloud-hosted environment. iLAB's responsibilities included:

- Discovery and analysis of the ADSD system architecture, data flows, and operational landscape
- Development of a strategic QA approach, including test case design, coverage mapping, and defect lifecycle management
- Execution of functional, regression, and integration testing to support the system migration
- Implementation of standardized QA procedures across user roles, platforms, and modules
- Post-migration validation of system stability and business rule functionality in the AWS cloud environment

Key Areas of Support

Auto Dealers Services Domain Expertise: iLAB's direct involvement in testing ADSD's system migration to AWS demonstrates our familiarity with the division's workflows, data rules, and compliance requirements.

Cloud Migration QA Experience: This project showcases iLAB's ability to support state agencies through cloud transitions, validating environments for scalability, security, and functional integrity.

Process-Based Test Strategy: iLAB applied a reusable, modular test strategy with traceability across test cases, defect resolution, and UAT support, directly applicable to future Indiana SOS modernization efforts.

In-State QA Continuity: As an established vendor for the Indiana Secretary of State, iLAB offers continuity of service, institutional knowledge, and trusted QA governance tailored to the agency's mission-critical systems.

Client: Indiana Secretary of State – Securities Division Quality Assurance Initiative

iLAB partnered with the Indiana Secretary of State's Securities Division to provide end-to-end QA support for the modernization of the Division's Learning Management System (LMS) and related digital tools. From project initiation, iLAB was responsible for QA planning, execution, and oversight to ensure system functionality, regulatory alignment, and user readiness. iLAB's support included:

- Discovery and analysis of the Securities LMS ecosystem, including business workflows, system dependencies, and integration points
- Development of QA strategy, including test case management, defect lifecycle governance, and regression planning
- Implementation of standardized testing procedures across multiple platforms and application modules
- Functional test execution in iterative sprint cycles and post-release regression testing
- Defect tracking, triage, and retesting with metrics-based reporting to project stakeholders

Key Areas of Support

Securities Domain Expertise: iLAB has direct experience validating systems used by the Securities Division, supporting sprint-based development with functional testing, defect retesting, and regression cycles tailored to financial and regulatory use cases.

Continuity and Institutional Knowledge: As an existing QA partner for Indiana Secretary of State, iLAB brings an understanding of internal workflows, stakeholder needs, and quality standards, allowing us to ramp up quickly and deliver results without onboarding delays.

System Integration Readiness: The QA approach included test case traceability and cross-module integration checks, which are essential for ensuring future interoperability between Securities and other INBiz-supported systems.

Public Sector QA Alignment: Testing services were aligned with state QA best practices, including documentation for auditability, entry/exit criteria compliance, and structured feedback to support informed go/no-go decisions.

Client: Florida Department of State – Sunbiz Modernization QA & Testing

iLAB provided SQA and testing support to the Florida Department of State, Division of Corporations, as part of the modernization of Sunbiz, the state's official business entity index and commercial data system. The engagement included extensive testing of PCC's Cenuity platform, the same solution deployed in Indiana, supporting the validation of end-to-end workflows, integration points, and role-based access. iLAB's contributions included:

- Functional and business process testing across multiple transaction types
- API validation and role-based access verification
- Test execution across nine-week agile sprints
- Defect tracking, prioritization, and retesting during UAT
- Test case design aligned to FSDs and functional specification reviews
- QA maturity analysis with roadmap to improve test completeness
- Fully onshore delivery model, aligned with public-sector QA practices

Key Areas of Support

Registration Domain Expertise: iLAB supported functional and UAT testing for Sunbiz, Florida's core business registry, which like INBiz, was built on the PCC Cenuity platform. Our team validated entity management workflows, user permissions, and API integrations that mirror the functional needs of Indiana's Business Services Division.

Test Design and Execution Alignment: iLAB's work included creating FSD-aligned test cases, running sprints of execution cycles, and documenting outcomes for end-to-end registration and compliance processes, directly relevant to Indiana's modernization goals.

COTS Platform Familiarity: Our in-depth experience with the Cenuity system allows us to accelerate onboarding and test asset development for Indiana. iLAB has already built reusable components and templates that reduce startup time and increase coverage.

Public Sector Delivery Experience: As with Indiana, the Florida project required interagency coordination, system integration assurance, and compliance with state-level quality benchmarks, giving us direct insight into stakeholder expectations and success factors.

Tool-Agnostic, Onshore Support: The engagement was executed entirely by U.S. based team members experienced in public sector QA, with flexible support models that can be replicated or scaled based on Indiana's program needs.

Client: Florida Commission on Ethics – Electronic Financial Disclosure Management System (EFDMS)

iLAB was engaged by the Florida Legislature’s Office of Legislative IT Services to support the modernization of the Electronic Financial Disclosure Management System (EFDMS), which enables Form 6 and, in the future, Form 1 financial disclosures for elected officials, judges, and candidates. As Florida transitions from a paper-based to a digital submission process, the platform is expected to handle more than 30,000 annual submissions. iLAB provided UAT services to ensure readiness, accuracy, and compliance of this critical public-facing application. Key responsibilities included:

- Developing UAT test plans, scripts, and formal test cases based on business and compliance requirements
- Executing UAT cycles to validate system functionality, usability, and performance
- Managing the full defect lifecycle, including triage, reporting, and resolution tracking
- Delivering QA metrics, test results, and recommendations to project stakeholders
- Participating in sprint planning and retrospectives for ongoing improvement
- Aligning all QA work with iLAB’s proprietary iTEST® Methodology for audit readiness and repeatability

Key Areas of Support

Public-Sector UAT Expertise: iLAB applied structured, traceable QA processes specifically tailored to public-sector requirements, ensuring transparency and compliance throughout the engagement.

Efficient Ramp-Up and Delivery: A compact, two-person QA team provided immediate support without delay, demonstrating agility and scalability under a short project timeline.

Regulatory Alignment and Verification: iLAB tested disclosure workflows, access rules, and submission logic across multiple roles, ensuring the platform met all statutory and usability requirements.

Proven Change Management: Leveraged structured Change Request (CR) procedures to manage evolving scope and deliverables under a time-and-materials model.

U.S. Based QA Team: Testing was delivered entirely onshore, ensuring timely communication, stakeholder engagement, and familiarity with public-sector expectations.

Client: New York Department of State – Cenuity Software Quality Assurance & Testing

iLAB partnered with Tech Valley Talent (TVT) to deliver SQA services for the implementation of Cenuity, a configurable COTS business registry system developed by PCC. Supporting the New York Department of State, iLAB provided a two-person QA team that led system testing, UAT, and defect lifecycle management across key deliverables. iLAB’s contributions included:

- Test planning and development for regression, API/interface, end-to-end, and role-based testing
- Execution of test cases aligned to business-critical workflows
- Risk-based testing approach with prioritization of high-impact areas
- Defect triage, tracking, and reporting
- QA alignment to project capacity constraints and agile sprint cycles
- Enhancement of test coverage and traceability from an initial 30% baseline
- Implementation of iTEST® methodology for a structured and consistent QA framework

Key Areas of Support

Registration Domain Expertise: iLAB's QA team supported the full testing lifecycle of New York's Cenuity-based business registry platform, with a focus on regression testing, end-to-end business workflows, and user role validation, paralleling the key functions of Indiana's INBiz system.

Functional Coverage of High-Risk Areas: Our structured testing approach addressed business-critical workflows such as entity registration, certificate generation, and payment processing, supporting regulatory and data integrity compliance.

Defect Lifecycle Management: iLAB provided continuous defect triage, retesting, and metrics reporting, equipping stakeholders with visibility into resolution progress and system readiness.

Agile and Lean Team Support: Successfully operated under tight timelines with a small, high-performing QA team, similar to what may be required by the Indiana Secretary of State.

Reusable Methodology: The iTEST® methodology used in this engagement is directly applicable to Indiana's environment, providing prebuilt templates, governance workflows, and a traceability-first framework tailored to COTS platforms like Cenuity.

6 FINANCIAL HISTORY

iLAB maintains a solid financial foundation that enables us to support both professional services and software procurement engagements across the public sector. We are an approved vendor on Indiana's QPA (#21329), the GSA IT Schedule 70, Carahsoft's NASPO ValuePoint, Carahsoft's SEWP, and other state term contracts nationwide. These contract vehicles are only accessible to vendors with demonstrated financial stability and credibility.

iLAB also maintains lines of credit specific to both services delivery and software resale, allowing us to scale rapidly, support procurement flexibility, and meet agency requirements without financial constraint. *A formal Letter of Financial Stability is included in Appendix D to further validate our capacity to support the full scope of this engagement.*

7 PROPOSED SCHEDULE AND STAFFING PLAN

7.1 OVERVIEW OF OUR APPROACH

In alignment with SOS's scope and expectations, iLAB proposes a flexible and scalable SQA support model based on a team of 4.5 full-time resources. These resources will rotate as needed across all three major initiatives, INBiz, ADSD, and the Securities Division, based on project priority and release readiness.


Given SOS's hybrid Agile-Scrum methodology, our SQA model is structured around iterative collaboration, sprint-based planning, and continuous feedback loops. The table below outlines our proposed QA support phases and estimated effort based on historical patterns and expected modernization activities.

For additional details about Onsite & After Hours Support, please see Section 1.2.1 – Supporting Indiana Secretary of State.

7.2 OUR PROJECT MANAGEMENT AND DELIVERY APPROACH

iLAB's approach to QA is based on adapting our iTEST® Methodology to Indiana SOS needs. Our delivery teams work in close collaboration, clear planning, and consistent testing throughout each phase of the system's lifecycle. We believe the best results come from integrating quality practices from the start, not just at the end. We adjust our methodology depending on the client's environment, whether Agile, traditional Waterfall, or a hybrid approach. In Agile projects, we work

alongside development teams in sprints, providing testing support throughout. In more traditional projects, we plan our testing activities to match up with each major milestone, such as after development or during user acceptance testing.

	Phase 1	Phase 2		Phase 3
	Onboarding & Planning	Project Execution		Closeout & Transition
		Defining	Planning	
		DELIVER TEST STRATEGY	EXECUTE TESTING	
QUALITY MANGEMENT	Establishing baseline state analysis, setting quality objectives with the application.	Define testing scope, criteria, and ensure requirements traceability.	Maintain quality standards during test case execution, manage test data.	Final quality checks, lessons learned, and archival of test artifacts.
TEST QUALITY MANAGEMENT OVERSIGHT	Kick- off meeting, stakeholder engagement, and team onboarding.	Coordination of test planning activities.	Oversee the day-to-day management of test execution.	Closure activities, ensuring all project deliverables are met.
REPORTING	Identify all tools to be used for the SDLC with special focus on test tools. Provide recommendations for gaps.	Progress reports on test planning.	Detailed execution status, defect metrics.	Compilation of Test Closeout Reports, post-implementation evaluation report.
RISK & ISSUE MANAGEMENT	Identify initial risks, plan mitigation strategies.	Address risks in test plan development.	Active monitoring and resolution of issues during testing	Final risk evaluation, documenting resolved issues, and post-project risk assessment.

7.3 PROPOSED TIMELINE BY QA TASK

Tasks	Details	Estimated Effort
Team Onboarding	iLAB contract start, onboarding, tool access, environment readiness. iLAB is already embedded with SOS teams and maintains active access to tools, systems, and environments, allowing testing efforts to begin immediately with no onboarding delay.	0 weeks
Team Onboarding Complete	iLAB has access to systems and resources are onboarded	0 weeks
Monthly Release Support	Regression, enhancement, and defect testing for INBiz and ADSD	8 weeks
Test Planning and Strategy	Creation of release-aligned test plans and acceptance criteria	4 Weeks
Test Execution and Reporting	Execution in ADO, defect triage, metrics, and QA reporting	4 Weeks
Regression Suite Development	Maintenance of reusable regression assets and automation candidate identification	2 weeks

UAT Support	Execution of test cases, creation of bugs, retesting bugs, regression testing to verify no unexpected changes occurred	Ongoing
Production Release Validation	Validation of changes added to system, regression testing to verify no unexpected changes occurred <i>Please refer to Section 2.4 - Testing Methods for additional information</i>	Ongoing
New System (Securities) Support	Discovery, sprint planning, case creation, UAT, and test execution for LCM/Securities portal	20 weeks
Stakeholder Collaboration	Active participation in agile ceremonies, retrospectives, and business engagement	Ongoing

7.4 INTEGRATED QA ACTIVITIES ACROSS ALL SYSTEMS

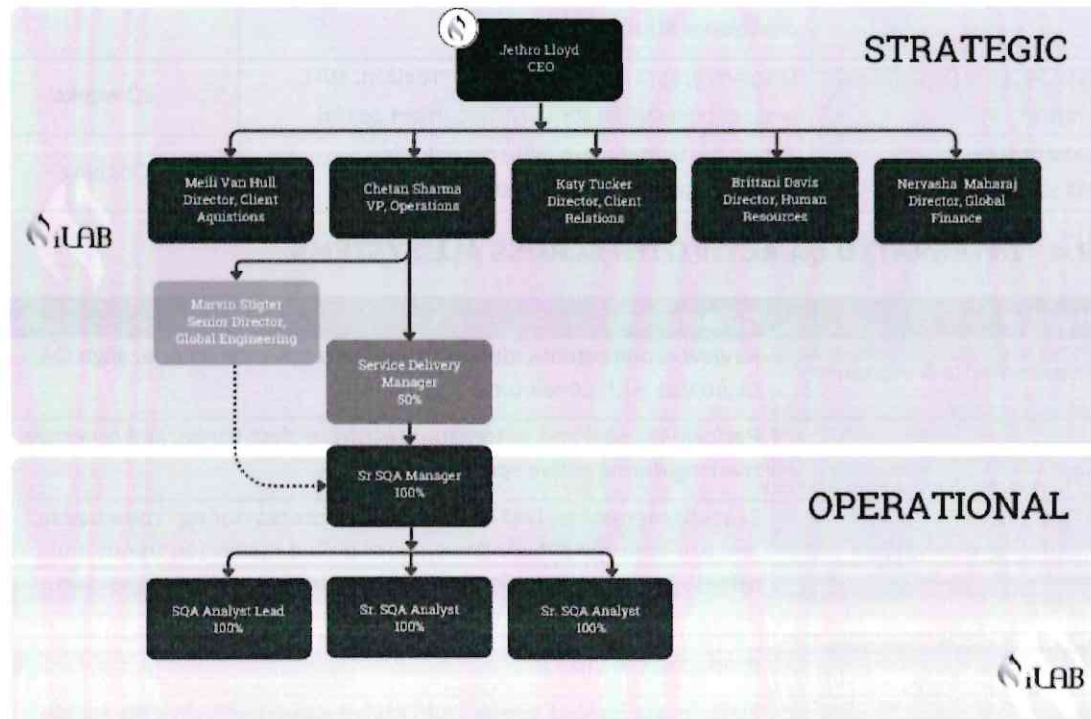
Phase	QA Activities
Requirements & Planning	Review requirements, define testable acceptance criteria, align QA estimates with development timelines
Sprint Execution	Perform manual and automated testing, defect triage, and coverage tracking during active sprints
Pre-Release Validation	Execute regression, UAT, and readiness checks during “code freeze” and pre-deployment windows. Track defect resolution trends and release quality metrics for ongoing reporting to SOS stakeholders.
Post-Release Monitoring	Perform smoke tests, validate rollback procedures, and capture production feedback
Continuous Improvement	Incorporate lessons learned and metric-driven adjustments across releases

7.5 CURRENT iLAB STAFFING STRUCTURE

Role	Assigned Division(s)	Key Responsibilities
Services Delivery Manager (Part- Time)	All Divisions (Oversight)	Provides strategic oversight, manages client alignment, ensures traceability and test governance
SQA Manager	Business Services & ADSD Support & Securities Modernization	Oversees test capacity planning, test planning, sprint readiness, QA metrics, and stakeholder reporting for INBiz, ADSD, and Securities releases
SQA Analyst Lead	Business Services & ADSD Support & Securities Modernization	Leads test case creation, execution, and UAT engagement for INBiz, ADSD, and Securities portal releases
Sr. SQA Analyst (2)	Business Services & ADSD Support & Securities Modernization	Creates and executes test cases, supports regression cycles, logs defects, and validates enhancements for INBiz, ADSD, and Securities portal Releases

All team members are cross-trained to support each division as needed and will transition seamlessly between initiatives. iLAB tracks time per initiative to ensure accurate monthly billing.

The following organizational chart illustrates the strategic and operational structure of iLAB's proposed team, highlighting clear reporting lines, defined roles, and designated leadership responsible for ensuring seamless delivery of quality assurance services for the Indiana Secretary of State's INBiz, ADSD, and related systems.



7.6 RESOURCE PLAN FOR FY2025

iLAB requests to maintain a 4.5 resource team to ensure continuity, scalability, and quality coverage throughout FY2025. Our team will continue to:

- Support monthly and bi-weekly releases for INBiz and ADSD.
- Provide modernization testing for the Securities Division.
- Remain responsive to after-hours deployments and emergency release testing.
- Collaborate through onsite presence at least one day per week.
- Embed QA throughout the State's CI/CD processes and sprint-based delivery model.

8 PROPOSAL COST

To meet SOS's QA objectives across INBiz, ADSD, and the Securities modernization initiatives, iLAB proposes a dedicated **6-month** staffing model that delivers both continuity and deep functional expertise. This pricing scenario reflects a core team of five experienced QA professionals, including a Service Delivery Manager, QA Manager, and three senior analysts, aligned with Indiana's QPA #21329 labor categories.

This cost structure represents a fixed labor investment of \$467,913.60 from August 1, 2025, through January 31, 2026, calculated based on average monthly hours per role, fully burdened hourly rates, and total months of support. Resources will remain flexible across all systems in scope, with responsibilities aligned to testing milestones, release cycles, and stakeholder priorities.

This pricing model is ideal for agencies seeking predictable investment levels with sustained capacity across sprint-based releases, regression cycles, and modernization support.

iLAB Role	Average Monthly Hrs	QPA Hourly Rate	# of Months	Total Hours	Total Per Resource
Service Delivery Manager / PM 4	84	\$145.00	6	504	\$73,080.00
SQA Manager / PM 2	168	\$106.45	6	1,008	\$107,301.60
SQA Analyst Lead / CON 5	168	\$104.13	6	1,008	\$104,963.04
Sr. SQA Analyst / CON 4	168	\$90.56	6	1,008	\$91,284.48
Sr. SQA Analyst / CON 4	168	\$90.56	6	1,008	\$91,284.48
Total iLAB Investment					\$467,913.60

9 PAYMENT MILESTONE

To support the Indiana Secretary of State's upcoming initiatives, iLAB proposes a flexible, transparent pricing structure that aligns with the State's procurement strategy, timeline, and available contracting vehicles. This response is aligned with Indiana State QPA #21329 and based on GSA labor categories, which provide scalable and competitively priced access to experienced quality assurance professionals.

The investment outlined below is representative of a typical team composition that may be deployed over a six-month engagement period. Calculations are based on 168 hours per month per full-time resource and may be adjusted to reflect final scope, delivery model, and schedule.

Milestone	Deliverable	Tasks	Deliverable Payment Amount	Frequency	Total Payment Amount
M1	Project Kick off	<ol style="list-style-type: none"> 1. Project Kickoff meeting with the SOS stakeholders 2. Distribution Communication Plan 	\$23,395.68	1	\$23,395.68
M2	INBiz Release Testing -Initial Instance	<ol style="list-style-type: none"> 1. Analysis of changes in the release 2. Smoke testing in QA environment 3. Create re-usable test cases and execute test cases in ADO 4. Defect triage and reporting in ADO 5. Release Deployment validation in Production 	\$70,187.04	1	\$70,187.04
M3	ADSD Release Testing -Initial Instance	<ol style="list-style-type: none"> 1. Analysis of changes in the release 2. Smoke testing in QA environment 3. Create re-usable test cases and execute test cases in ADO 4. Defect triage and reporting in ADO 5. Release Deployment validation in Production 	\$70,187.04	1	\$70,187.04
M4	Monthly QA Review Meetings. (Every month; 6 times during contract)	<ol style="list-style-type: none"> 1. Present QA status of all projects tested within the Performance Period 2. Share Software Quality Assurance Metrics 	\$23,395.68	6	\$140,374.08
M5	Securities Division - Test Strategy	<ol style="list-style-type: none"> 1. Requirement Analysis 2. Deliver QA Strategy 	\$46,791.36	1	\$46,791.36
M6	Securities Division - On Going Test Support	<ol style="list-style-type: none"> 1. Create test cases and execute test cases 2. Log Defects and re-test fixes 3. Create and Update Regression test Cases 	\$70,187.04	1	\$70,187.04
M7	Process Improvement Recommendations	<ol style="list-style-type: none"> 1. Conduct Lessons learnt session 2. Assessment and presentation of Process improvements 3. Recommended enhancements 	\$46,791.36	1	\$46,791.36
Total Investment					\$467,913.60

9.1 OPTIONAL AUTOMATION SERVICES

Milestone M8 represents optional automation services not currently included in the base engagement. These services will be scoped in collaboration with SOS and priced accordingly upon request. iLAB is prepared to support automation strategy definition, tool selection, and implementation of initial automated test cases aligned to SOS's release schedule.

Milestone	Deliverable	Tasks	Deliverable Payment Amount	Frequency	Total Payment Amount
M8	Optional-Automation QA Strategy	1. Automation strategy 2. Automation Tool Recommendation 3. Implementation of 10 automated test cases	TBD	TBD	TBD (Optional – to be scoped/priced at request)

iLAB Role	Average Monthly Hrs	QPA Hourly Rate	# of Months	Total Hours	Total Per Resource
Automation Engineer / SME 3	168	\$119.02	3	504	\$59,986.08

9.2 RATE CARD

The table below outlines iLAB's standard labor categories and hourly rates in alignment with QPA #21329. These rates reflect the blended costs for skilled professionals across engineering, consulting, and management roles commonly leveraged on quality assurance and testing engagements. iLAB will staff resources based on the scope of work and project needs, with roles flexibly assigned to ensure optimal value, subject matter alignment, and delivery efficiency.

Skill Category	GSA Labor Category / QPA Role	QPA Hourly Rate
Engineering Roles	Subject Matter Expert 4 (SME 4)	\$174.27
	Subject Matter Expert 3 (SME 3)	\$119.02
	Subject Matter Expert 2 (SME 2)	\$105.99
	Subject Matter Expert 1 (SME 1)	\$97.33
Consulting Roles	Consultant 5 (CON 5)	\$104.13
	Consultant 4 (CON 4)	\$90.56
	Consultant 3 (CON 3)	\$89.95
Management Roles	Project Manager 4 (PM 4)	\$204.23
	Project Manager 3 (PM 3)	\$118.73
	Project Manager 2 (PM 2)	\$106.45
	Project Manager 1 (PM 1)	\$93.45

10 VENDOR ASSUMPTIONS AND ALIGNMENT TO SCOPE

10.1 ASSUMPTIONS

In alignment with the objectives outlined by SOS' RFP for QA Services for INBiz, ADSD, and related systems, the following assumptions underpin iLAB's proposed engagement model and delivery approach, ensuring clear expectations and optimal collaboration across all project stakeholders.

- All defect categories, priorities, and severities with their relative service level agreement timeframes will be mutual agreed upon by all relevant parties prior to project initiation.
- iLAB will actively collaborate with the SOS-designated Project Manager through monthly review sessions to align testing efforts with the clients upcoming 30-day development priorities.
- The iLAB team will deliver comprehensive software quality assurance and testing services within the defined resources capacities and timelines.
- U.S. based key personnel will maintain an onsite presence at least one day per week, with additional onsite availability provided as required by the state.

10.2 ALIGNMENT TO SCOPE

To ensure continuity, minimal disruption, and full alignment with SOS's modernization efforts, iLAB has structured its QA engagement based on SOS's stated expectations, required service areas, and operational conditions. The matrix below outlines how iLAB's services directly map to the deliverables and conditions listed in the RFP.

RFP Requirement Area	iLAB QA Services Provided
Monthly & Bi-Weekly Release Support	QA planning, test execution, regression testing, defect management in ADO
System Testing Types	Functional, Regression, Smoke, UAT, System Integration Testing
Test Plan & Script Development	Creation of master test plans, detailed scripts, and acceptance criteria using ADO
Defect Reporting & Triage	Real-time defect tracking, severity triage, root cause analysis, and reporting in ADO
Regression Suite Management	Design, execution, and maintenance of reusable regression libraries
Collaboration & Agile Participation	Active in Agile ceremonies, sprint planning, retrospectives, and daily stand-ups
Securities Portal Modernization Support	Early QA involvement: requirements validation, strategy definition, and test case design
Use of State-Approved Tools	Azure DevOps (ADO), SharePoint, Microsoft TEAMS
After-Hours & Emergency Testing	Support for after-hours deployments and emergency releases as needed

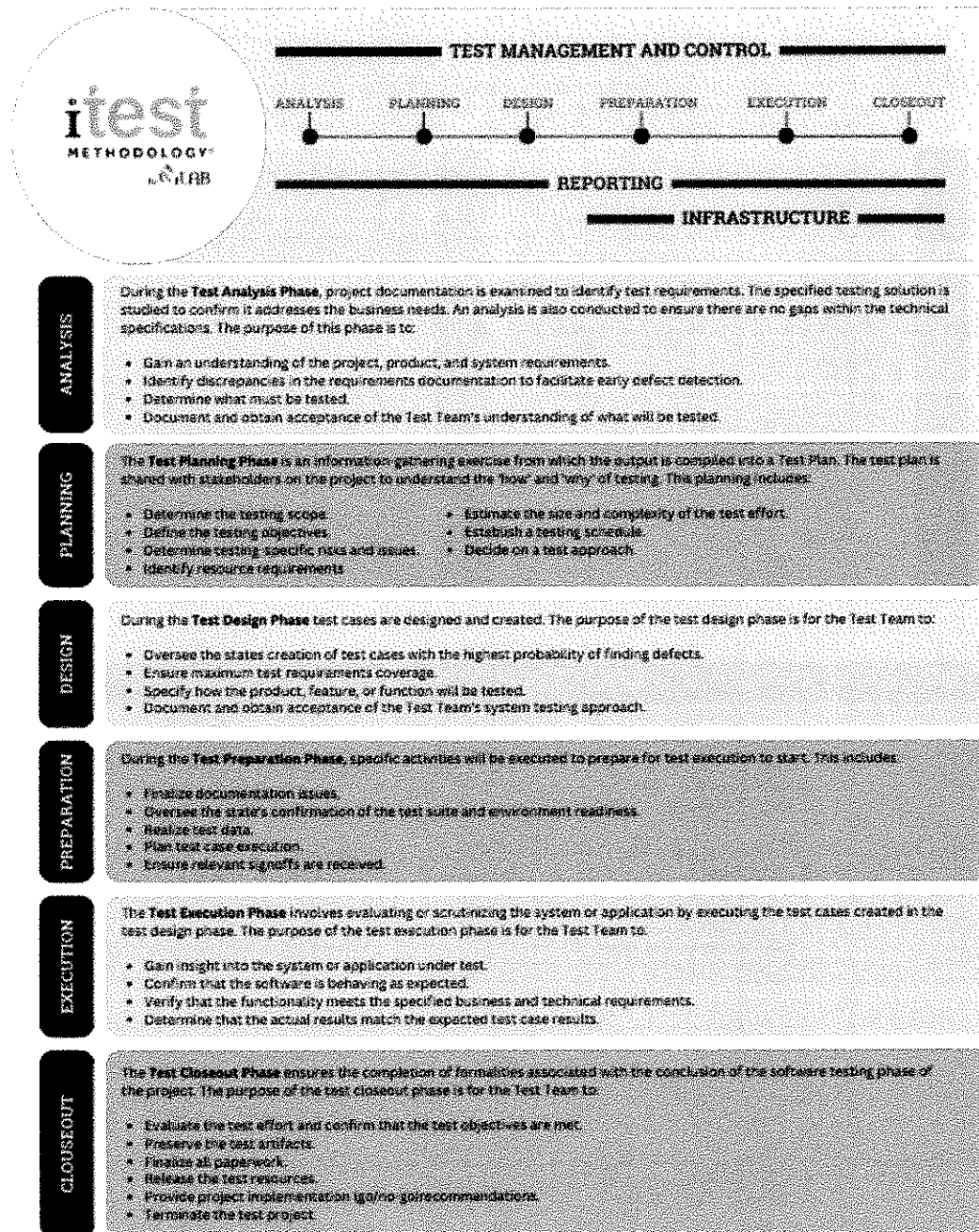
Onsite Presence	Resource available at SOS offices in Indianapolis at least one business day per week
Automation & CI/CD Support	Automation strategy, tool recommendations, CI/CD pipeline integration
Test Documentation Ownership	All test artifacts stored within State-owned ADO tenant
Compliance & Security Standards	Aligned with IOT standards, SOC2, and State security protocols
Immediate Engagement & Knowledge Transfer	Team already embedded, familiar with INBiz, ADSD, and Securities and architecture hosted in AWS

APPENDIX A: TEST STRATEGY

The Test Strategy is a critical component of any successful software development project. It outlines the testing approach, methods, and procedures that will be used to ensure the software meets the required quality standards. A well-designed testing plan can help minimize defects, improve software quality, and reduce the overall cost of development. The following graphic provides an overview of the different sections of a similar testing plan.

Test Strategy Introduction The purpose of the 'Software Quality Assurance and Test Strategy' is to document the testing approach and processes. It serves as the all-encompassing document for identifying the methods for successful SQA Management. The testing processes, procedures and systematic approaches are explained in this document. It is considered a living document and updated throughout the life of the engagement as new information is learned, decisions are made, and changes are identified.	Overview <ul style="list-style-type: none"> • Background / Objectives • In Scope • Exclusions / Out of Scope Types of Testing <ul style="list-style-type: none"> • Business Critical Workflows • API Testing 	iTEST Methodology <ul style="list-style-type: none"> • Test Management • Test Analysis • Test Planning / Scheduling • Testing Effort estimates (Count and hours) • Test Design • Test Preparation • Test Execution • Test Closeout
Automated Testing Solutions <ul style="list-style-type: none"> • Types of Automation • Regression Test Suites 	Change Management Process <ul style="list-style-type: none"> • Change Control • Versioning 	Quality Gates <ul style="list-style-type: none"> • Test Entry • Exit Criteria
Test Objectives / Strategy <ul style="list-style-type: none"> • Test Objectives • Verification / Validation • Traceability • Defect Identification • Quality control • Test Approach • Sprint Testing Flow • Expectations 	Manual Testing Solution <ul style="list-style-type: none"> • Functional Sprint Testing • Manual System Testing • Role-Based Testing • Interface Testing • Smoke Testing • Regression Testing • End to End (E2E) Testing • Data Conversion/Migration • User Acceptance Testing 	Defect Management <ul style="list-style-type: none"> • Defect Management Life Cycle • Defect Definition • Defect Status (Life Cycle) • Defect Type (Category) • Defect Severity • Defect Probability • Defect Priority
Metrics / Communication <ul style="list-style-type: none"> • Metric Reporting • Communication Planning 	Risk Management <ul style="list-style-type: none"> • Constraints • Assumptions 	Test Data <ul style="list-style-type: none"> • Test Data Management • Data Management Approaches • Test Data Migration / ELT / Mining • Data Validation / Data Integrity
Test Tools / Technologies <ul style="list-style-type: none"> • Test Management • Automated Test Tools • Central Repository 	Test Environments <ul style="list-style-type: none"> • Test Environment Specifications 	QA Resource Planning <ul style="list-style-type: none"> • Roles and Responsibilities • QA Team On-Boarding • QA Team Mentoring / Training • Business QA Expectations
Estimation / Duration Continuous Improvements	Governance Test Plan Approval	

APPENDIX B: ITEST® METHODOLOGY



APPENDIX C: SOFTWARE QUALITY METRICS AND REPORTING



Metrics and reporting are vital components to ensure that systems perform to documented specifications in areas such as data security, customer privacy, data accuracy, business processes, and customer satisfaction. A sample of metrics collected during the test process within each test phase is shown below. The metric collected is linked to the test requirements.

Planning Metrics	<ul style="list-style-type: none"> Total requirements being tested. Requirements Traceability Matrix (RTM) between requirements. Status of requirements. 	Execution Metrics	<ul style="list-style-type: none"> Amount of test cases per iteration: <ul style="list-style-type: none"> Planned Failed/Pass Executed Failed blocking further testing Estimated/Spent time on test execution iteration A final report outlining executable tests with at least one requirement associated
Analysis Metrics	<ul style="list-style-type: none"> The number of: <ul style="list-style-type: none"> Test Requirements extracted from requirements Business risks identified Estimated time required on test requirements Analysis and extraction of test requirements Test case burndown rate 	Defect Analysis Metrics	<ul style="list-style-type: none"> The total number of defects: <ul style="list-style-type: none"> Raised and closed per iteration Re-opened per iteration Defect distribution by: <ul style="list-style-type: none"> Severity and priority per iteration Totals by severity and priority per iteration Defect aging chart Defects assigned to resources Defects per test case
Design Metrics	<ul style="list-style-type: none"> The quantity of: <ul style="list-style-type: none"> Scenarios to be tested Test cases to be tested Anticipated Test case execution instances Test cases ready for execution The average time for: <ul style="list-style-type: none"> Design Review RTM for test cases Test Case burndown 	Automation Metrics	<ul style="list-style-type: none"> Test execution reports per environment Test execution report per browser Smoke test execution results per environment Regression execution results per environment

FOCUS AREA	METRIC	PURPOSE
Data Quality	<ul style="list-style-type: none"> The quantity and types of errors found. The number of records with incomplete or empty fields. Inconsistencies in data sets. Instances of duplicate data. Data conformance to standards. 	<ul style="list-style-type: none"> Accuracy of the data. Completeness of records. Consistency of data. Identify/manage redundant records. The validity of the data.
Software Quality	<ul style="list-style-type: none"> How easily software can be modified or maintained. Errors found. How well software functions compared to user expectations. System Performance Usability and the user experience. Security vulnerability 	<ul style="list-style-type: none"> Determine the Maintainability of the product. Identify and resolve Errors. Functionality of the system. The system response under load. Gauge customer satisfaction. Risk to attacks or unauthorized access.
Agile Metrics	<ul style="list-style-type: none"> Lead Time Cycle Time Burndown Velocity 	<ul style="list-style-type: none"> To measure the time required to complete tasks To measure the time required to complete a development phase track work completed and work still in progress. To help forecast future work.
Lessons Learned	<ul style="list-style-type: none"> Lessons learned per category. Lessons learned per solution Status of lessons learned 	<ul style="list-style-type: none"> Find focus areas for improvement Track status of solving issues
Software Testing	<ul style="list-style-type: none"> Test Coverage Defects Progress 	<ul style="list-style-type: none"> The % of application code that is tested and whether the test cases cover all the code. How many defects are found. Priority. Time to resolve. Etc. Testing status
Requirements	<ul style="list-style-type: none"> Requirement Coverage Acceptance Change requests 	<ul style="list-style-type: none"> Ensure requirements maintain bidirectional traceability Track user acceptance Changes to project scope

APPENDIX D: FINANCIAL STABILITY LETTER

BANK OF AMERICA 

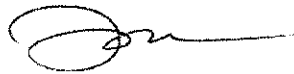
July 15, 2025
iLAB, LLC

Regarding: Checking Account and Line of Credit

Please accept this letter as confirmation that iLAB, LLC has an active checking account that is in good standing. Additionally, iLAB, LLC has an active credit facility available that is in good standing.




If you have any questions, or require further assistance, please do not hesitate to contact me at 317-612-6646

Sincerely,



Tyler Hooper
Senior Relationship Manager
Business Banking
510 E 96th St, Suite 250, Indianapolis, IN 46240
Tyler.hooper@bofa.com



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July 16, 2025

Office of the Indiana Secretary of State
 200 W. Washington St., Room 201
 Indianapolis, IN 46204

RE: Financial Stability

This letter confirms that iLAB LLC is a privately owned company. We are a going concern business operating for the past 25 years.

Over the past three years, our company has grown, and we continue adding new clients to our portfolio across various industries. Each year, our customer base consistently provides positive feedback on working with us. We recognize that working with a financially stable company is essential to the success of this project, and we will be here to help you in the long run. As part of our proposal, we have included a statement from our banking institution to speak to our financial capability.

The C.E.O. Jethro Lloyd, and I report directly to the Board of Directors. Part of our directive is to ensure that the financial records maintained are free of error and misstatement and reflect the true performance of the business. We adhere to the Corporate Governance Charter as set out by the group and maintain the best business practices.

As the Global Financial Director, I attend training regularly to ensure we are kept abreast of any financial reporting standards that need to be implemented or updated.

In addition, we have secured the services of Somerset CPAs, our tax practitioners. They have confirmed that we are compliant and up to date on all tax-related matters.

I have also set out key ratios below, demonstrating our company's financial stability.

1. Liquidity and Solvency Ratios

Current Ratio = Current Assets/ Current Liabilities

3.2

The company has strong short-term liquidity and can cover its immediate obligations three times over.

Cash Ratio = Cash and Cash equivalents /Current Liabilities

60%

The company can pay 60% of its current liabilities using cash.

South Africa

United States

Australia

United Kingdom

Brazil



Proud member of Group Elephant



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 Indianapolis, IN 46240

2. Profitability Ratios

Return on Equity= Net income/ Shareholders Equity
48%

The profitability ratio of 48% demonstrates the company has strong financial performance and an efficient use of capital.

Return on Assets = Net Income/ Total Assets
35%

The Return on Assets ratio of 35% demonstrates that the company is efficient in generating profits.

ROCE = EBIT / Total Assets - Current Liabilities
52%

The ROCE demonstrates that the company efficiently uses its capital to generate profits.

A key component of our financial strength is that the company is debt-free in the long term and operates without reliance on long-term debt financing.

iLAB was awarded a GSA Schedule 70 Contract (GS-35F-323GA) by the United States General Services Administration in 2017, enabling us to deliver software quality assurance and testing services to federal, state, and local government agencies. The award of this contract reflects iLAB's financial stability, proven past performance, and ability to deliver services at fair and reasonable, market-vetted pricing. The GSA Schedule streamlines procurement for our clients by allowing them to engage iLAB directly, significantly reducing procurement timelines and administrative burden.

Since receiving this contract, numerous federal and state agencies across the U.S. have engaged iLAB through the GSA vehicle—testament to our reliability, fiscal responsibility, and delivery excellence. iLAB remains fully compliant with all GSA financial reporting and performance requirements and has maintained a spotless record of timely revenue filings and adherence to delivery standards since the inception of the contract.

South Africa

United States

Australia

United Kingdom

Brazil



Proud member of Group-Elephant



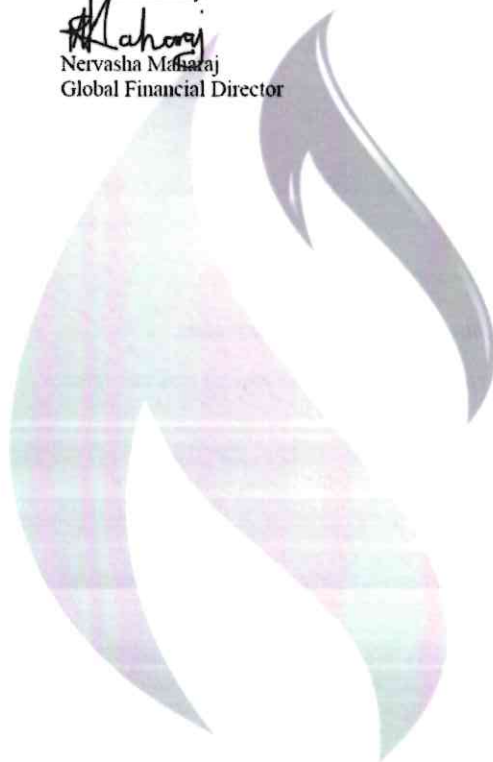
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This long-standing relationship with the federal government underscores iLAB's financial strength, operational maturity, and ongoing commitment to supporting the mission-critical needs of public sector clients.

Yours Faithfully,



Nervasha Maharaj
Global Financial Director



South Africa

United States

Australia

United Kingdom

Brazil



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APPENDIX E: INDIANA SECRETARY OF STATE OVERVIEW



STREAMLINING BUSINESS REGISTRATION

A Case Study of iLAB's work with the Indiana Secretary of State's office implementing INBiz.

- **Key Features:** Real-time entity information, secure online transactions, streamlined workflows
- **Adoption Rates:** 88% for online business formations, 97% for business entity reports
- **Rejection Rate:** 1.83% compared to 15% in the previous system
- **Justification:** Simplify the multi-step registration process and attract new businesses
- **Outcomes:** Timely delivery, successful adoption, interdepartmental collaboration
- **Continuous Improvement:** Ongoing testing for monthly production and enhancement releases"



OBJECTIVES

The objective of the case study was to develop and implement the INBiz software, a user-friendly and integrated platform, with the aim of streamlining the process of business registration in the state of Indiana. The goal was to provide a one-stop solution where businesses, both in-state and out-of-state, could easily file, register, launch, and maintain their enterprises. The primary objective was to simplify the registration process, eliminate the need for separate registrations with multiple departments, and create a business-friendly environment to attract new businesses and drive economic growth in Indiana.

SOLUTIONS

The solution implemented was the INBiz software, a comprehensive and user-friendly platform that revolutionized the process of business registration in Indiana. INBiz provided businesses with a streamlined and transparent experience by allowing them to access and view their entity's information securely and in real time. The software also facilitated secure online transactions, enabling businesses to conveniently pay for their transactions through the platform.

By integrating various departmental processes, INBiz eliminated the need for separate registrations with different departments, such as the Department of Revenue and the Department of Workforce Development. This one-stop solution simplified the registration process for entrepreneurs, both within and outside of Indiana, making it easier and more attractive for businesses to establish and operate in the state.

The implementation of INBiz not only improved the efficiency of the registration process but also fostered a business-friendly environment that supported the state's vision of economic growth and development.



THE PROJECT

The Indiana Secretary of State is responsible for maintaining all the State's records, including the chartering of new businesses. In 2015, the Business Services Division of the Indiana Secretary of State sought to develop a software solution, INBiz, to make the process of registering to start a business in the state of Indiana more transparent and streamlined for both in-state and out-of-state entities. This initiative was essential to a larger, state-wide push to adopt more business-friendly policies to drive economic growth.

Beyond its original aim to simply make forming an Indiana business easier, today INBiz allows users to view their entity's information securely, in real-time. It also provides a secure and convenient way for businesses to pay for their transactions performed online. To date, the adoption rate of the most common transactions are:

- Online Business Formations of all business types are at 88%
- Business Entity Reports, the most common transaction within INBiz, are at 97%

The overall rejection rate for submissions in the customer-facing online INBiz application is 1.83%, compared to 15% in the old online portal that didn't integrate with the department's back-end processes. Not only have these metrics improved, but so has the departmental workflow.

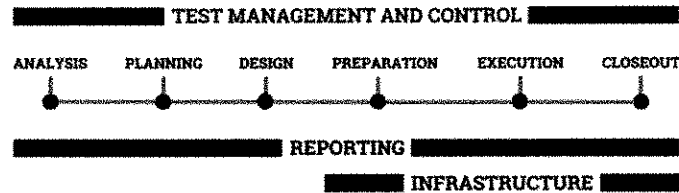
THE JUSTIFICATION

At the time, the Secretary of State decided to develop this software, Indiana's business owners could submit their information online, but that led to a very manually intensive process on the Secretary of State's back-end when it came to record-keeping. Furthermore, even though businesses and entrepreneurs could register with the Secretary of State online, they then had to register separately with the Department of Revenue for taxation, and the Department of Workforce Development to employ others. The Secretary of State realized that these requirements could be prohibitive to new businesses forming in the state, simply due to the multi-step, lengthy, and possibly inconvenient process. Therefore, they decided to develop INBiz as a solution.

This website would offer a one-stop shop where businesses could file, register, launch, and maintain their enterprises. Out-of-state businesses who wish to expand into Indiana would also use INBiz. But before this vision could be a reality, one essential step needed to be completed: quality assurance testing.

THE PROCESS

In fall of 2015, the Indiana Office of the Secretary of State needed to develop User Acceptance testing practices for the INBiz project. The following model was adopted to ensure a consistency across all the project aspects, including the functional testing of INBiz, as well as, how the program integrated with both the customer-facing website and the division's in-house software application for maintenance and approval workflows:



Analysis of requirements

- Gathering project requirements and in-depth analysis to finalize the scope of testing.
- Understanding the current business workflows by partnering with Subject Matter Experts at the Indiana Secretary of State.
- Identify non-testable requirements and highlight discrepancies.

Planning User Acceptance Testing (UAT)

Establishing timeframe for UAT based on:

- Project scope and requirements
- Anticipated impact of changes, new functionality, etc.
- Availability and capacity of team

Developing and implementing User Acceptance Test strategies and plans to include:

- Owners and participants
- A clear scope of work and instructions for how to test
- Entry / Exit criteria
- Test Cases
 - Verifying implementation of requirements as well as integration with other applications
 - Primarily focused on Business-process
- Necessary templates
- Requirements for sign-off

Design of UAT Test Cases

- Impact analysis completed of project requirements and detailed test cases and scripts were created which also served the purpose of future regression test asset.
- Test cases were linked to requirements to ensure proper test coverage
- Internal reviews and sign-off conducted with Subject matter experts at Indiana Secretary of stat

Test Preparation

- Finalization of the documentation issues
- Confirming test suite and environment-readiness
- Identifying test data for test execution
- Test case execution planning
- Ensuring that the relevant sign-offs have been received

Managing Test Execution

- Testing of end-to-end scenarios
- Testing of scenarios required by the business stakeholders
- Verify that the software's functionality meets specified business and technical
- Supported the development vendor in both identifying issues and retesting the improved software after those issues were addressed by the vendor.
- Provided detailed defect metrics to the project management team at Indiana Secretary of State

Closeout of UAT phase

- Evaluate the test effort and confirm that the test objectives were met
- Provide project implementation (go/no-go) recommendation

THE OUTCOMES

Prior to executing this process, development was trending behind schedule. This systematic, strategic approach to information-gathering and testing helped the development vendor restore their equilibrium and meet the deadline. More important than the timeline, we ensured a solution was created that was successfully adopted by both internal and external end-users to improve Indiana's business environment.

Eventually, the Secretary of State was able to bring both the Department of Revenue and the Department of Workforce Development into the project to develop a Phase II offering. This software enabled entrepreneurs to register with all three agencies at once through the INBiz portal and helped all of the agencies, and the State itself, get closer to achieving their vision of a business-friendly Indiana. In the ensuing phases, the team analyzed and tested INBiz's inclusion of those interdepartmental resources and services for Indiana's employers and businesses.

This process has been instituted as part of continuous improvement. The Business Services Division team works to continually test monthly production and enhancement releases. We test both the System Integration and User Acceptance of these monthly updates, though those occur in separate testing environments.



DELIVERING QUALITY
**TECHNOLOGY
SOLUTIONS**

Software Quality Assurance & Testing
Testing Optimization
Workforce Solutions
Training

iLAB is the worldwide leader in software quality assurance. With offices in Indianapolis, London, Johannesburg, Cape Town, and Brisbane, our services transcend national borders and the limitations of industry traditions. iLAB's independent testing model means we only have the best interest of our clients and their end users in mind. When you choose iLAB as your software quality assurance partner, you're putting transparency, diligence, and innovation on your side.

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